

CLUB

THE NATIONAL MAGAZINE
FOR EXECUTIVES OF TOWN
AND COUNTRY CLUBS

Management

In This Issue: Solving Management Problems



MOUNT RUSHMORE NATIONAL MEMORIAL
BLACK HILLS OF SOUTH DAKOTA

SEPTEMBER, 1959



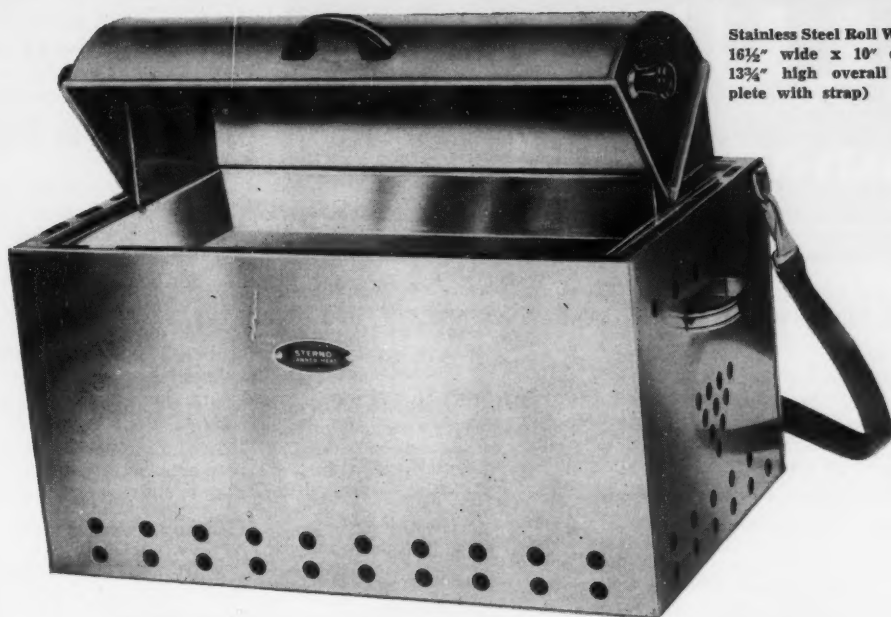
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CLUB Management

THE NATIONAL MAGAZINE
FOR EXECUTIVES OF TOWN
AND COUNTRY CLUBS

An Independent Publication

Title Registered

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VOLUME XXXVIII

NO. 9

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Mt. Rushmore Courtesy South Dakota Department of Highways

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In This Issue

The spotlight turns on management this month, and club finances, with two excellent articles on the subject—one on the Uniform Systems of Accounts on page 17 and the other on Management's Role in Club Finances on page 20.

We think you'll like the lead article on page 14 which tells how the Bath and Tennis Club of St. Louis has made a "good thing" out of parties and the story of how the Hamilton Club of Lancaster, Pa., remodeled its cocktail lounge, on page 16.

Don't forget to read about the women's program that the Pittsburgh group is scheduling for the 1960 CMAA Conference (story on page 18), and there are many more feature articles throughout the magazine that you won't want to miss.

Coming Attractions

Next month CLUB MANAGEMENT presents its annual equipment and maintenance issue, and early indications are for the biggest and best in history. Already prepared are at least five feature articles and a round-up on the latest in remodeling and equipment ideas.

In November we'll put the accent on parties and party ideas, with a group of articles by managers on events that have proved successful.

Hole-in-One Tourney

A PGA national hole-in-one contest for golfers all over America is scheduled Labor Day, it was announced by Harold Sargent, PGA president.

The contest, which will take place on country club courses throughout the U. S., will give trophies to all hole-in-one champions at all participating clubs. A "contest hole" of not less than 150 yards will be established at each participating club.

Golden Cup Contest

A "Golden Cup Contest," designed to encourage the production and service of the finest coffee beverage possible, is open to clubs, it has been announced by the Coffee Brewing Institute, the contest's sponsor.

The contest is a competition against a standard of coffee brewing excellence established by the Institute, rather than between entrants. It is not limited by fixed dates, can be entered any time and as often as desired. Any entrant can become a winner and be awarded a handsome "golden cup" trophy, provided the brews submitted meet the standard.

For complete information write Dept. CM, the Coffee Brewing Institute, 551 Fifth Ave., New York 17.

How food service operators sell more **CHEESE** sandwiches

Example: Friday Sea-Burger—new menu sensation

What meets the eye and what's in "the makings" determine how well your sandwiches sell. That's why it's so important to garnish each plate attractively . . . and to serve Kraft famous cheeses, mayonnaise and other sandwich ingredients—all products that are already favorites with your customers.

FRIDAY SEA-BURGER: Addition of Kraft Ribbon Slices to tunaburgers has proved to be a wonderful sales accelerator. Wherever it's been introduced—from cafeterias to restaurants—Friday Sea-Burger has won a permanent, profitable place on the menu. Now's a good time to offer this deluxe burger to your customers. (See illustration below.)



BIGGEST LITTLE ASSET

Quickest way to pyramid profits from sandwiches is to become a stylist with pickles and olives. Change a drab plate to a dramatic one that will warrant a higher mark-up. Kraft's complete line of firm, fine-flavored, size-graded pickles, and green and ripe olives, puts extra sales-sizzle on each sandwich plate.

SAVOR IN SANDWICHES

Get real economy and superior results with Kraft's quality margarine. Melts fast on the griddle, spreads smoothly on sandwiches. Also use it for extra flavor on hot vegetables . . . and in your bake shop.



FRIDAY SEA-BURGER RECIPE

Serving: 1 fish cake and 1-ounce Kraft Ribbon Slice per bun

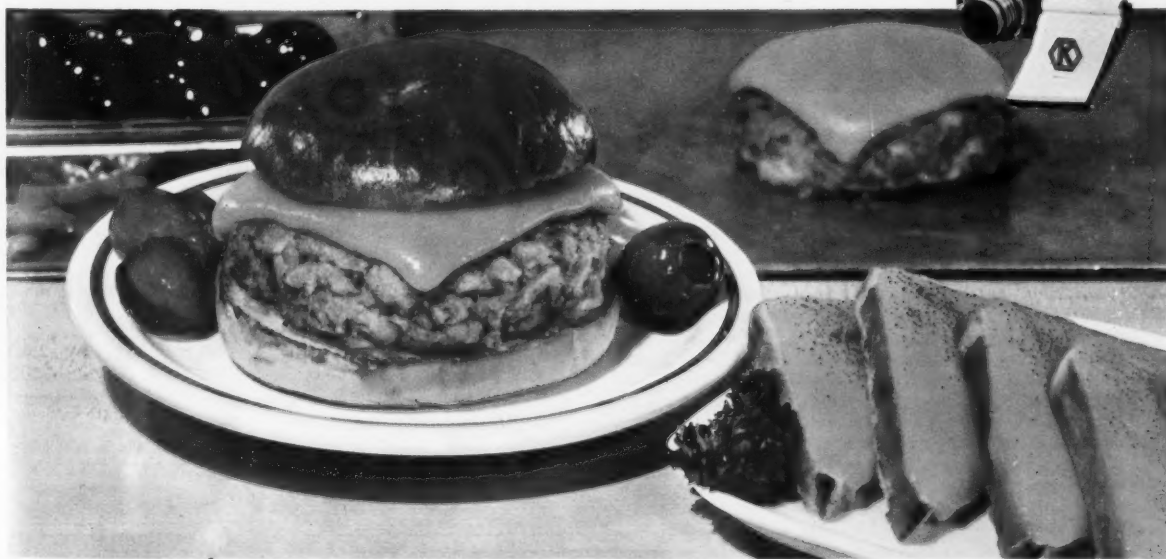
INGREDIENTS	24 SERVINGS
1. Tuna fish, drained and flaked	3 pounds
Miracle Whip Salad Dressing	2 cups
Dry bread crumbs	¾ cup
Onion, finely chopped	1 tablespoon
Kraft Dill Pickles, chopped	¾ cup
Salt	1½ teaspoons
Celery salt	1½ teaspoons
2. Fine dry bread crumbs	—
Kraft Oleomargarine	—
Hamburger buns, split, toasted	2 dozen
Kraft Ribbon Slices Pasteurized Process American Cheese	24 1-ounce slices

1. Combine all ingredients, mixing well.
2. Using a No. 12 scoop (½ cup) for portioning, shape into cakes 3 inches in diameter. Roll in crumbs, covering both sides. Sauté on both sides in margarine or bake in greased baking pans in a moderate oven, 350°, until brown.

For each serving, place a hot fish cake on the bottom half of a bun and top with a slice of cheese. Place under the broiler until cheese is melted. Replace the top of the bun. Serve immediately.

GRILLED CHEESE ON TOAST—COST: 9¢—

does well at many luncheonettes when offered as a man-sized portion on an attractively garnished plate. Food cost is only 9¢, so you can price it for a better-than-normal profit.



Popular Pair: Deluxe Friday Sea-Burger, and Grilled Cheese on White

successful ideas for
selling more...

DESSERTS

Last on the menu, desserts are first
in profits when made with
Kraft's new Flavored Gelatins,
Puddings and Pie Fillings.



Gelatin cubes, like sparkling colored crystals, make attractive yet very economical desserts. Lemon Meringue Pie and Chocolate Pudding are equally good sales-clinchers.

Kraft
Kitchen Reporter

Kraft's new gelatins are refreshingly like the natural fruit! They excel, not only in flavor, however, but in all the other qualities you need.

Actually, this is your formula! It was specifically developed to meet the exacting requirement of volume feeding. That's why these new Kraft gelatins give such exceptional results for every gelatin recipe.

They dissolve quickly, set fast and stand up well for remarkably long periods. The colors are clear, bright and natural, producing desserts (or salads) of sparkling clarity. Your customers will enjoy the delightful aroma, tender texture and delicious, ripe-fruit taste.

For your convenience, Kraft gelatins come in a new-type easy-to-open package, same color as the flavors: Strawberry • Lime • Cherry • Lemon • Raspberry • Orange • 1½ and 4½ lb. pkgs.

New Kraft Pie Fillings and Puddings

These new Kraft dessert products are excellent and versatile. Preparation is simple . . . Little time or labor is required . . . cost is low. This, plus the fact that you can make so many popular desserts from them, is a good omen for your profits.

Keep all four Kraft Pie Fillings and Puddings—Chocolate, Vanilla, Lemon, Butterscotch—on your dessert-pantry shelves. 1½ and 5 lb. pkgs. Lemon—1½ and 5 lb. pkgs.



*Kraft quality from your kitchen
brings customers to your tables*

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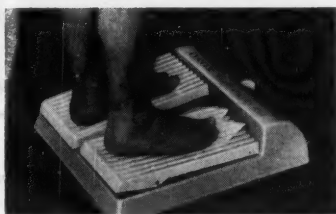


The makers of the famous Sterno canned heat fuel and copper buffet chafing dishes are marketing a labor-saving metal polish.



The special formula, which contains no rough, abrasive ingredients or harsh acids, has sufficient amounts of rouge to give a high, lasting luster to copper, and is also recommended for brass, nickel and bronze. It is available in quarts or gallons.

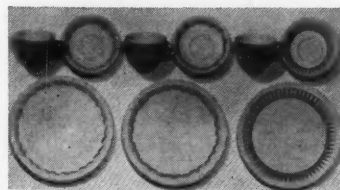
For more information write Dept. CM, Sterno, Inc., 9 E. 37th St., New York 16.



A new footsprayer has been developed by Onox, Inc., to dispense its skin-toughening solution for the prevention of athlete's foot.

When swimmers step on the treadles, four jets spray feet and toes thoroughly. It is made of Fiberglas and high density polyethylene with a non-skid rubber base and holds a gallon of Onox, sufficient for more than 3000 treatments.

The manufacturer, in introducing the new footsprayer, is offering it on a 60-day trial period. For full information write Onox, Inc., Dept. R-6, 121 Second St., San Francisco 5, Calif.



A narrow-rim shaped line of china, available for club and restaurant table service, has been introduced by the Sterling China Co.

The new shape, Wilshire, is a nar-

row-rim adaptation of Sterling's Ambassador shape introduced earlier. It is available with solid-color inlay on cups and Holloware in some patterns. Three of the patterns are shown here.

For complete information write Dept. CM, Sterling China Co., East Liverpool, Ohio.

A new line of compact counter model open hearth Charco-Gas broilers, made by Bakers Pride Oven Co., is designed to give meats the truest char broiled flavor, aroma and appearance, without the use of charcoal.



Counter and floor models are manufactured in one- to three-grate sizes, and are available with stainless steel front and top, with hammertone sides, or stainless steel all around. They can be equipped for any type of gas re-

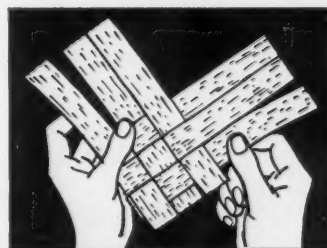


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*in golden avodire
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Add a touch of glamour to your club dining room with exotic, hand-woven bowls and plates by WEAVEWOOD.

WEAWEWOOD bowls and plates can take the torture of steaming dishwashers without warping or losing their luster. And they do not absorb odors, crack, chip or break. **BOWL SIZES:** 5 $\frac{3}{4}$ " ; 6 $\frac{1}{4}$ " ; 8" and 11". **PLATE SIZES:** 7" and 10 $\frac{1}{4}$ ".



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For further details write Dept. CM, Bakers Pride Oven Co., 1641 E. 233rd St., New York 66.



An unusual approach to professional roller massage design is included in this Hi-Lo unit made by Battle Creek Equipment Co.

With mere finger-pressure, entire roller assembly may be raised from its lowest position on the floor up to any designed height, aided by an enclosed counter-balancing device. Height of roller may be changed while in operation. The massage roller is especially practical for city athletic clubs and women's locker rooms in country clubs.

For more information write Battle Creek Equipment Co., Dept. HL-6, Battle Creek, Mich.

A new Thermotainer that offers the advantages of two different compartment sizes within the same unit is now being offered by Franklin Products Corp.



Designed as a freestanding item or to match commercial refrigeration units, the new food warming unit employs three large compartments in the upper section, controlled by a single thermostat. The lower section is equipped with a single, larger compartment controlled by its own thermostat.

For more information write Franklin Products Corp., Dept. E4, 400 W. Madison St., Chicago 6, Ill.

Epicure Seasoning, designed for enhancement of fine meat flavor, is now available from Stock Yards Packing Co.

The seasoning is a balanced blending of celery seed, onion, herbs and

"In addition to its appearance, your glassware is economical"

So says Mr. E. Siever, owner and manager of Minetta Tavern,
a famous landmark in New York's Greenwich Village



Cocktail
No. 02310, 4½-oz.
(Old No. 9570)



Hi-Ball Fluted
No. 41520, 7-oz.
(Old No. 123)



Hi-Ball Fluted
No. 41630, 9-oz.
(Old No. 133)



On-The-Rocks
No. 01530, 7-oz.
(Old No. 8047)



Tumbler
No. 23590, 8-oz.
(Old No. 917)



Old Fashioned Fluted
No. 41430, 6½-oz.
(Old No. 127)

MINETTA TAVERN

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June 4, 1959

Libbey Glass
Division of Owens-Illinois
Toledo 1, Ohio

Gentlemen:

We feel justifiably proud of the authentic Greenwich Village atmosphere which we have here at the Minetta Tavern.

To maintain the "village feeling" we naturally want our appointments to carry out this theme. Your Libbey Glassware does this perfectly... blending with our décor to present attractive table settings and bar service.

In addition to its appearance, your glassware is economical in our operation because of its exceptional durability. We are pleased to use it for all beverage and dining service.

Sincerely,

E. Siever
Owner



Minetta Tavern maintains the "flavor" of Greenwich Village

The "true Village" atmosphere adds to the pleasure of wine and dining in this popular dining spot. Libbey Safedge® Glassware is used throughout, for bar and dining service, and it adds a complementary touch to the restaurant's décor.

The complete line of Libbey Safedge Glassware provides the "just-right" glass for every need... from one single, reliable source. Each glass in the

full range of sizes and varied patterns can be decorated with your crest or monogram for added distinction... and every glass is backed by the famous Libbey guarantee: "A new glass if the rim of a Libbey 'Safedge' glass ever chips."

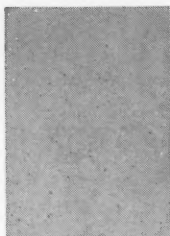
For complete data on how Libbey can benefit you, see your Libbey Supply Dealer, or write to Libbey Glass, Division of Owens-Illinois, Toledo 1, Ohio.

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- **FREE FOLDER:** Facts on Athlete's Foot including medical opinions from *Archives of Dermatology and Syphilology.

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spices—recommended for use on meat before cooking. The company offers the special seasoning in one-pound and larger quantities.

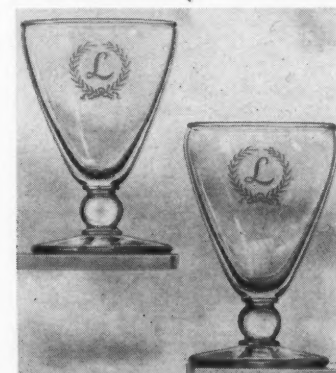
For more information write Dept. CM, Stock Yard Packing Co., 340 N. Oakley Blvd., Chicago 12, Ill.



The Country Club chafing dish is now being introduced by Legion Utensils Co., with a reinforced stainless steel wire frame in a two-gallon model.

The company recommends the stainless steel wire frame dish where heavy usage is contemplated.

For more information write Dept. CM, Legion Utensils Co., 21-07 40th Ave., Long Island City 1, N. Y.

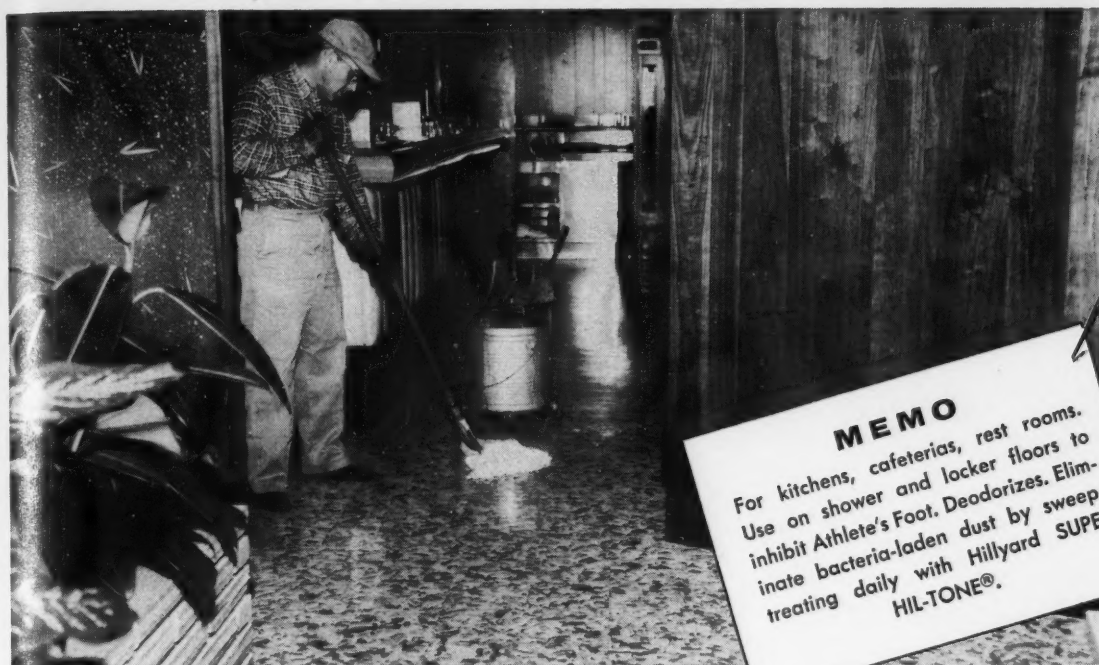


Jet cocktail glasses in 3 1/2- (left) and 4-ounce sizes are the newest additions to the stemware service of Libbey Glass.

The glasses are designed with low centers of gravity and short stems and are especially suited for party cocktail service. Both sizes are packed six dozen bulk.

For more information write Dept. CM, Libbey Glass, Owens-Illinois, Toledo, Ohio.

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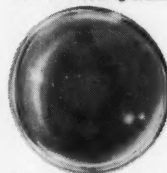
Reduces bacteria to a safe level for public health. Has a residual effect—spilled aqueous liquids re-activate its bactericidal properties.

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This one-step detergent Cleaner-Sanitizer works fast and efficiently. Leaves no soap scum. Eliminates rinse. Trims hours and dollars from your cleaning operation. It's non-damaging to any flooring. Use this one product for cleaning all surfaces and get the extra benefit of sanitizing at no extra cost.



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CLEAN-O-LITE controls bacteria at safe levels.



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The Coca-Cola Co.
Coke Ventilator Co.
Columbia Upholstery Co.
Colgate-Palmolive Co.
Colonial Beef Co.
Columbus Coated Fabrics Corp.
Conover-Mast Publications, Inc.
Consolidated Laundry Corp.
Consolidated Mutual Insurance Co.
Continental Coffee Co.
Conway Import Co., Inc.
Corning Glass Works
Cory Corp.
Council Manufacturing Co.
Craftman Guild
The Crane Co.
Crescent Metal Products, Inc.
Crown Wire Manufacturing Corp.
Cube Steak Machine Co.
The Cunningham Co.
Wilbur Curtis Co., Inc.
- D**
DCA Food Industries, Inc.
J. F. Dart
Dagies Seating Co.
Dayless Manufacturing Co., Inc.
De Bragg & Spiller, Inc.
Deldan Design, Inc.
Delmarva Poultry Industry, Inc.
Dennis Water Cress, Inc.
Herm. G. Dethleffen
Devonshire Meats Corp.
Diamond Crystal Salt Co.
Diamond Ravioli, Inc.
Chas. L. Dick Co.
Disk Brand American Corp.
The Diversy Corp.
Dripnet Gessler Corp.
The Du Bois Co.
Jack Dubov Associates, Inc.
Dumhill Food Manufacturing Corp.
Duke Manufacturing Co.
Dus-Bed Corp.
Duquaine Lectern Mfg. Co.
Duvernoy Bakeries, Inc.
Duvernoy Westchester Corp.
- E**
Eclipse Sleep Products, Inc.
Economics Laboratory, Inc.
Albert Eilers, Inc.
Electric Marketer Mfg. Co.
Elliott Grocery Co.
Empire State Chair Co., Inc.
Encyclopedia Britannica
The Englander Co., Inc.
Ershier & Krutkin, Inc.
Evans Manufacturing Co.
- F**
Fairbault Woolen Mill Co.
Farm House Frozen Pies
Faspray Corp.
Fast Food Magazine
Faultless Caster Corp.
Fawcett Poulains
Fearn Foods, Inc.
The Federal Glass Co.
Feldco Publications, Inc.
Fennway Machine Co., Inc.
Field's Baking Corp.
Fieldcrest Mills, Inc.
Edward Finbel, Inc.
Fisher-Cohen Co.
Fixtures Mfg. Corp.
Flex-Seal Speed Cookers
Floral Creations
Fogel Refrigerator Co.
M. F. Foley Co.
Food Machinery & Chemical Corp.
Food Warming Equipment Co., Inc.
Foley-Irish Corp.
Foremost Dairies
Formica Corp.
Fornschner Co., Inc.
Foster Refrigerator Corp.
Foto Kurala of California
Fox De Luxe Foods, Inc.
Fresh-nd-Aire Co.
Frost Illuminating Co., Inc.
Prosty-Glass Co.
H. H. Fick, Inc.
H. Friedman & Sons
Frozen Food Age
The Frymaster Corp.
- G**
Galax Furniture Co., Inc.
Galax Mirror Co., Inc.
Gas Consumers Service
Gasser Chair Co., Inc.
The Gaychrome Co., Inc.
General Foods Corp.
Georgian Light and Radios, Inc.
German Distilleries, Ltd.
D. Georges Gerane
Gifford Wood Co.
Glass Plastics Corp.
Glen Refrigerator Corp.
The Glidden Co.
Globe Slicing Machine Co., Inc.
Golf-Pak Corp.
The G. F. Goodrich Co.
H. F. Goodrich Co., Sponge Prod. Div.
Greenlee Tool Co.
Greenwich Mills Co.
Green Mfg. Co.
- H**
The Hall China Co.
Hamilton Cosco, Inc.
Hannay Color Productions
Hardwick & Hays Co.
James G. Hardy & Co., Inc.
Harvey Manufacturing Co.
Harvard Manufacturing Co.
Harvie Mfg. Co.
Heat-Timer Corp.
The Heilets Co.
H. J. Heinz Co.
Helmly-Spear, Inc.
Henry Hanger & Display Fixture Corp.
Hercules Seating Co., Inc.
Herlex Mfg. Co.
Hill Displays, Inc.
Hill Shaw Co.
Hill Floor Machine Co., Inc.
Hilton Carte Blanche
Hollywood Advertising Co.
The Charles E. Hires Co.
The Robert Manufacturing Co.
William Hodges & Co., Inc.
Holcomb & Hoke Mfg. Co., Inc.
Hans Holterbosch, Inc.
H. Horton & Co., Inc.
Hotel Bulletin
Hotel Cover Corp.
Hotel Gazette
Hotel Management
Hotel Research Laboratories
Hotpoint Division, General Electric Co.
House of Frothies, Inc.
Hans Folding Machine, Inc.
B. H. Hubbert & Son, Inc.
Hunter Douglas Div. Bridgeport Brats Co.
Huntington Furniture Corp.
Hydraulic Manufacturing Co.
- I**
Industrial Foundries, Inc.
Implant Publishing Corp.
Insinger Machine Co.
Instantwhip—New York, Inc.
Institutional Plastic Products Co.
Institutions Magazine
International Edge Tool Co.
International Hotel Supply Corp.
International Molded Plastics, Inc.
The International Silver Co.
International Tool Service
Iron-A-Way Co.
- J**
J. & J. Tool and Machine Co.
Jackson Products Co.
Jackson Vitrified China Co.
Chas. R. Jaycox & Sons, Inc.
Jarvis & Jarvis, Inc.
Johnson Plastic Tops, Inc.
Jordan Commercial Refrigerator Co.
Jordan's Old Virginia Smokehouse
Jordan Sales Corporation
June Dairy Products Co., Inc.
- K**
J. L. Kahn & Sons
Kaiser Aluminum & Chemical Sales, Inc.
Kalo Mfg. Co.
Kammer-Kirsch A.G.
A. & M. Karagachian, Inc.
Al. W. Kaufmann Associates
Kaufman Distributing Co.
Kesting of Chicago, Inc.
Keneco Products Corp.
Kendra Inc.
"Kenwood"
Kewanee Industrial Washer Corp.
Keys Fibre Co.
Kilde Manufacturing Co., Inc.
King-Seely Corp.
Knickerbocker Meats, Inc.
H. C. Koenig
Koch Refrigerators, Inc.
Kold Draft Division Uniflow Mfg. Co.
Paul F. Kraef, Inc.
Kraft Foods Co.
Victor Kramer Co., Inc.
Kroehler Mfg. Co.
Krieger Mfg. Co.
Kut Kleen Kutter Corp.
- L**
L & B Products Corp.
La Carimail
La Touraine Coffee Co., Inc.
Lacy-Dane Corp.
Lakeside Manufacturing, Inc.
Lazar Manufacturing Co.
The Homer Laughlin China Co.
The Lawrence Co., Inc.
Lawrence Fabricators, Inc.
Lawrence Metal Products, Inc.
L'Etoile Bakery, Inc.
James Lees and Sons Co.
Legion Equipment Co., Inc.
Legion Stainless Sink Corp.
Legion Utensils Co., Inc.
Leitner Equipment Co.
Lemon Corp. of America
Lever Brothers Co.
Lewis Hotel Training Schools, Inc.
B. N. Levy, Inc.
Libbey Glass Div., Owens-Ill. Glass Co.
Wm. Liddell & Co., Inc.
Leibmann Breweries, Inc.
Lightolier
Liquor Register Inc.
Long Island Soap Company, Inc.
J. Lowenstein and Son, Inc.
Lowerator Div., Am. Mach. & Fdy. Co.
Lynch, Schults & Bailey
Lyons-Alpha Products Co., Inc.
- M**
The Magee Carpet Co.
Magikitch'n Equipment Corp.
Maid-Easy Cleaning Products Corp.
The Mails Products Co.
Carl Mamppe & Co.
M. J. M. Manufacturing Corp.
Martin Publishers Service, Inc.
Martinson Coffee, Inc.
Market Forge Co.
Mason Candies Co., Inc.
Martin Oven Co., Inc.
Mayer China Co.
Merco Products, Inc.
McCall Refrigerator Corp.
McCormick & Co., Inc.
McDonald Products Corp.
The D. E. McNicol Pottery Co. of W. Va.
McQuay, Inc.
Mechanical Products Mfg. Co.
Messner Industries
Metallurgical Manufacturing Corp.
Metropolitan Wire Goods Corp.
Meyer Label Co., Inc.
Middleby Marshall Oven Co.
Louis Milani Foods, Inc.
Albert A. Miller
Miller Brewing Co.
Mini Art Creations
Modern Maid Food Products, Inc.
Modern Products, Inc.
Moshaco Industries, Inc.
Moshawk Carpet Mills
Molded Fiber Glass Tray Co.
Moshawyer Dispensary, Inc.
Moore & Co. Soaps, Inc.
Morgan-Jones, Inc.
Morton Textiles, Inc.
Moser Safe Co.
Mystic Lite Corp.
- N**
Nash Metalware Co., Inc.
National Aluminum Co.
The National Cash Register Co.
National Glassware Co., Inc.
The National Plastic Products Co.
National Rubber Machinery Co.
National Souvenir Co., Inc.
National Uniform Co.
New England Commercial Furnishings, Inc.
The Nestle Co., Inc.
New Hermes Engine Machine Corp.
New York Butchers Dressed Meat Co.
New York Telephone Co.
Nice-Pak Products Inc.
Nicro Steel Products
"North Star"
Northwestern Fruit & Produce
Nu-Way Foods Co.
- O**
Ocean Products Co.
Old London Goods, Inc.
Samuel Olson Mfg. Co., Inc.
Oneida Silverware
Omondale Pottery Co.
Original Bear Import & Distr. Co., Inc.
Otis Elevator Co.
Ottman & Co., Inc.
- P**
Pabst Brewing Co.
Pacifica Dills Industries Corp.
Para Manufacturing Co., Inc.
Park & Tilford Distillers Co.
Parker House Coffee Co.
Parkwood Laminates, Inc.
Paterson Publishing Co.
Pawling Rubber Corp.
Peerless Stove & Mfg. Co., Inc.
Pegall-Cola Co.
J. Perlov Co.
Permagrain Corporation
Petro Moore Mfg. Corp.
Pfizer Brothers, Inc.
The Pillsbury Co.
J. C. Pitman & Sons Inc.
Pittsburgh Chemical Laboratory
Plastics Pioneers Co., Inc.
Plastics Manufacturing Co.
Poland Spring Water
Polar Ware Co.
Poncell Floor Machine Co. Inc.
Port Morris Machine & Tool Works, Inc.
Porton Pak Distributors Inc.
Posterford Corp.
Polito Service Co. of N. Y. Inc.
Precision Metal Products, Inc.
Lucien Prince & Co., Inc.
Procter & Gamble
Prolon Plastics Div., Prophylactic Brush
Puritan Beef Co., Inc.
Puritan Frosted Foods Corp.
The Pure Food Co., Inc.
- Q**
The Quaker Oats Co.
Quaker State Barbecue Mfg. Co., Inc.
Quailem, Inc.
Quartite Creative Corp.
- R**
R-Way Furniture Co., Inc.
Radio Corporation of America
RCA Service Co., Inc.
RCA Victor Television Division
Rastone Commercial Refrigerator Corp.
Louis Rastetter & Sons Co.
Raytheon Mfg. Co., Radarange Dept.
Restaurant Equip. Dealer
Rich-Diener Corp.
Rich Products Corp.
Richards-Wilcox Mfg. Co., Inc.
Richard Ricker
Robertshaw-Fulton Controls Co.
Roberts Brothers Seed Co.
R-O-A-Drill Corp.
Rolacreen Co.
Roman Products Corp.
Romanelli Imports
Romanelli Imports and La Cimballi
Romanelli Caviar Co.
- S**
Royal Metal Mfg. Co.
Royal Paper Products, Inc.
Rubbermaid Inc.
Rust Engineering Co.
Russell & Erwin Div., Am. Hdw. Corp.
Russell Harrington Culinary Co.
Rusell Manufacturing Co.
- T**
S. & R. Soda Fountain Mfg. Co., Inc.
Sackman Corp.
The Salvator Co.
Sanitary Scale Co.
Samfred & Co.
Savory Equipment, Inc.
San-Knit-Lary Textile Mills
Saunders Mfg. & Novelty Co.
Alfred Schladerer
Schlage Lock Co.
Schlesinger & Co.
Schultz Brewing Co.
Nathan Schweitzer & Co., Inc.
Scotman Queen Products
Seaboard Floor Coverings Inc.
Seco Co., Inc.
Selmit Dispensers, Inc.
Service Ideas, Inc.
Servo-Lift Corp.
Servus Clothes Inc.
Shir Sexton & Co.
Shane Uniform Co., Inc.
Shelby Williams Mfg. Inc.
Shenango China, Inc.
Sico Manufacturing Co., Inc.
The Siler Co.
Si Lite, Inc.
Silver Refrigeration Mfg. Corp.
Simmons Co.
Simplot Products Co.
A. O. Smith Corp.
Smith-Sunbeam, Inc.
Smoking Products, Inc.
Snake River Trout Co., Inc.
South Bend Range Corp.
Southern Equipment Co.
Specialties Appliance Corp.
Specialty Engineering Corp.
Springfield
Harlow C. Stahl Co.
Stainless Food Equipment Co.
Stalmore Co., Inc.
Standard Brands, Inc.
Standard Coated Products Co.
John T. Stanley Co., Inc.
Star Manufacturing Co.
Star Metal Mfg. Co., Inc.
Star Products Co.
Steril-O-Matic Co., Inc.
Sterling China Co.
Sterno, Inc.
J. P. Stevens & Co., Inc.
Thomson Industries, Inc.
Harold Stiller Hotel Furnishings, Inc.
Stimpson Computing Scale Co., Inc.
Straus Daparcus, Inc.
Suburban Appliance Co.
The Superior Electric Co.
Superior Linen Co., Inc.
Superior Spleetite Corp.
Sweden Presser Manufacturing Co.
Swift & Co.
Swikast Sales and Service Co.
Syracuse China Corp.
- T & S Brass & Bronze Works, Inc.**
Table Soccer Ltd.
Tavern Printing Corp.
Tenn-Craft (Tenn-Treasure)
Tel-Hotel Corp.
Tel-Hotel Corp.
Tele-Sound, Inc.
Emery Thompson Machine & Supply Co.
Thonet Industries, Inc.
Toastmaster Div., McGraw-Edison Co.
Toastwell Co.
Toledo Scale, Div. Toledo Scale Corp.
Toledo Scale Co., Kitchen Mach. Div.
Tomlinson No-Drip Faucet Co.
Tourist Court Journal
Traulsen & Co., Inc.
Travel America Guide to Hotels and Motor Hotels
Tray Service Co.
Tri-Far Manufacturing Co.
Tri-State Electric Sup. & Novelty Corp.
The Triumph Manufacturing Co.
The Union of San Francisco
Troy Laundry Mach. Div., A. M. & M.
The Troy Sunshade Co.
Turner Fisheries, Inc.
The Turner and Seymour Mfg. Co.
Tyler Refrigeration Corp.
- U**
United Manufacturers
United Pre-Fab Products Corp.
United States P-Rood Corp.
United States Rubber Co.
Universal Chef Div. Cribben Sexton Co.
Universal Dishwashing Machinery Co.
Universal Industries
Universal Match Corp.
- V**
Vacuum Can Co.
P. Der Lachs Valckenberg
F. J. Valckenberg
Van Munching & Co., Inc.
Van Munching Imports, Inc.
Webster Van Winkle Corp.
Victory Coffee Div. Mfg. Co.
Viglet Metal Mfg. Corp.
Vitcher Products Co.
Vogel-Peterson Co.
The Vollrath Co.
Volume Feeding Management
Vulcan Hart Corp.
- W**
Wakfield's Deep Sea Trawlers, Inc.
The Walker China Co.
Wallace Silverware, Inc.
Wanamatta Mills
Washington Equipment Co.
Waste King Corp.
Waterman-Leder Corp.
Wear-Ever Aluminum, Inc.
Wobbs Furniture Corp.
Webber Glass Washer Co.
The Joseph F. Webber Uniform Corp.
Jules Weber, Inc.
Beth Weisman Co.
Henry Weiss Mfg. Co., Inc.
Walbilt Corp.-Garland Div.
Wells Commercial Sales Co.
Wells Lining Corp.
Wells Television, Inc.
Westville China Co.
The Watson Oil People
White Rock Corp.
Whitney Duplicating Check Co.
Wid Williams, Inc.
R. C. Williams and Co., Inc.
William Metal Products, Inc.
The Wizard Chair Manufacturing Co.
World-Review of Hotels and Travel
- Y**
Yog & Co.
H. G. W. Young, Div. Insinger Mach.
- Z**
Samuel Ziefeln & Co.

How Our Parties Build Good Will

By Opal Thomas

Bath & Tennis Club
St. Louis

OURS is a "party club" in that the members support our affairs enthusiastically and bring guests to club functions, thus increasing our business appreciably. For example, although we have but 110 members, most parties bring out about 300.

We find that novelty is important for these parties, but we don't overdo it. We have just one costume party a year, but almost everyone does come in the costume suggested and enters into the spirit of the party.

Our parties are not planned to make money. We feel that they are "good will builders" and they certainly make our members more interested in their club. We have a budget for these parties at the beginning of the year and normally we either break even or exceed the budget slightly. But this is the way the members want it, and it obviously pays off in attendance and business at other times at the club.

Certainly one result of these novelty parties has been the garnering of good publicity in the society sections of the large St. Louis newspapers. On at least three occasions the newspapers have run a full page of pictures of one of our parties on the front page of the society section. A constant flow of publicity on club affairs appears in the Sunday and daily society sections. I know of several specific occasions when we have had people apply for membership after reading about one of our parties in the papers.

And an additional advantage of this publicity and of the parties is that they tend to make the members proud of their club, less likely to resign. In one instance I had a resignation on my desk but after a certain party the member came and withdrew the resignation because of the fine party.

Thus, the advantages to club parties

are obvious. While there may be disadvantages they are minor and are easily corrected by experience.

We give all of our large parties on the patio in the summer because the clubhouse facilities are simply not adequate for big gatherings. Because we are a bath and tennis club, we try to build the party and the decorations around the pool and in several instances have used the pool itself as part of the party theme.

One unusual party which received widespread publicity was actually not even held at the club. It was a trainride party where we hired four coaches, baggage cars and a locomotive from the Missouri Pacific and ran them out to a town in Missouri and returned.

My husband and I dressed in trainmen's uniforms to usher the members aboard—and after the ride the group returned to the club for dancing. The entire affair was catered by the club, and of course we served drinks on the train.

The first invitations we sent out were engineer's hats with all the pertinent information on them and the follow-up invitations took the form of regular Missouri Pacific ticket folders with the following typed on them:

"Get a Head of Steam up at 6 30 p.m. at the B & T. Train departs promptly from B & T Station at 8 p.m.; heavy hors d'oeuvres en route. Return to B & T Station at 10:30 p.m. for dinner. Passengers Unlimited. Teletype for reservations."

We were fortunate in having a MoPac spur very near the club grounds and the passengers had only to follow a flare-marked path from the club to the waiting train.

Two orchestras played in the baggage car and we announced the destination as "Helangawn" which actually was the small town of Pacific, Missouri. Before the 8 p.m. departure

Some of the weird costumes B & T members wore to the Shipwrecked in Outer Space party. In the rear is the entrance to the rocket which formed the entrance to the club for the party.

Photos by Walter Thomas





Two young models parade at the champagne fashion show the club staged around its pool.

we served from a buffet table and oyster bar and afterward had a full-course dinner waiting at the club.

Among the better functions we have come up with in the past five years of our existence was a champagne fashion party—again presented around the pool—which attracted a good crowd and publicity in the paper.

This affair, which opened our summer season this year, featured unique invitations in the form of champagne glasses, boxed individually and tied with huge pink satin bows which were delivered personally to the members by messenger.

The show itself was put on by a local department store. The models paraded on the patio where tables and chairs had been placed. Pink and antique green was the color scheme. We gave away Taylor champagne, sold drinks and had dinner and dancing afterward. Because of the success of this party we have already decided to have a similar one next year.

Another annual event is our birthday party (actually, the anniversary date of the club's opening) given to capacity crowds each July 3. These parties usually lap over into the holiday in that we call the band back on the afternoon of July 4 and the party continues.

But perhaps our most successful functions, both from the standpoint of publicity and good will, are the parties we give each year the evening before Labor Day. These parties always have a "shipwrecked" theme and over the years have taken the form of "Shipwrecked in Fantasyland," "Shipwrecked in Calypsoland," etc.

Last year we had as the theme "Shipwrecked in Outer Space," especially appropriate because of the interest in sputniks and rockets. As is the custom, this was our annual costume party and the dress last year

was "out of this world." Members dressed as sputniks, mutniks, Martians and rocket pilots.

The decorations carried out the theme. Members entered the club through a rocket which was built around a children's slide. As the party-goers completed their slide into the club they handed a "Purple People Eater" cocktail (simply grape juice and gin). Incidentally, at all these parties we give each guest a free drink, which usually is tied into the theme of the party.

Adding to the merriment were a series of fireworks which we exploded (after first getting a special permit from local authorities) and 500 pounds of dry ice which we dropped into the pool to give the effect of rocket hissing and steaming.

We constructed papier mache rockets in different spots on the patio and had murals depicting space travel which we produced from Kentheon Arts. All the other decorations, including the rocket slide we made ourselves.

Highlight of the party was dancing to the band of Duke Ellington and later, listening to a real Dixieland band, which we brought back on Labor Day afternoon as the party continued.

The Shipwrecked in Fantasyland party leaned heavily on Alice in Wonderland costumes plus nursery rhyme motifs. The entrance was decorated with yards and yards of ribbon, fashioned into the shape of a castle in the air at the entrance. Murals throughout the club were painted by members depicting their favorite childhood scenes.

The chairman of the entertainment committee and his wife greeted guests in the costume of the King and Queen of Hearts and their honor guard was a deck of life-size playing card soldiers.

We strung some 500 lollypops from

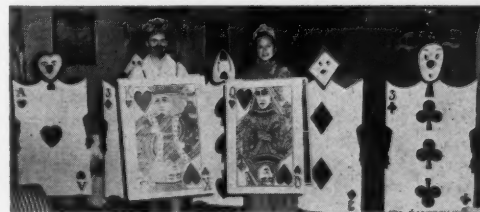
the patio roof and glittering reproductions of butterflies and birds were perched on high flowers. An eight-foot papier mache Captain Hook stood on the diving board with a 12-foot crocodile waiting below in the pool. A huge replica of Dumbo swung through the trees and amusement during dinner was provided by characters made up to represent Walt Disney creations. Centerpieces on the tables were made of candy canes and lollypops.

At the Calypso party we put a tropical matting around the roof of the patio, brought in a large quantity of sand, imitation palm trees and had a raft in the middle of the pool from which a Calypso band played every half hour. Fresh fruit formed the centerpieces of the tables.

This year the club is giving a party around the theme "Shipwrecked in AH." The party is a salute to the two newest states, Alaska and Hawaii. The first mailing was sent to Hawaii and mailed from there and the second to Alaska. There are to be twin motifs throughout the club—double menus featuring Hawaiian and Alaskan food, and two bars depicting Hawaii and Alaska.

An entertainment committee of six, which changes each year, usually comes up with the party idea which the club staff carries out in detail. The parties, of course, mean a lot of work, but they are well worth it, both from prestige and from the good will generated for the club.

At the Fantasyland Party these Bath and Tennis Club members came dressed as playing cards.



Club members get their picture snapped, awaiting departure of the train on which the club staged a party.





An over-all shot of the Hamilton Club's new cocktail lounge.

By T. F. Chiffriller, Jr., Manager
Hamilton Club
Lancaster, Pennsylvania

Remodeled Cocktail Lounge Expands Club's Facilities

OUR cocktail lounge recently was remodeled with an entire smaller room torn out so that a larger lounge could be constructed. The job took three months to complete; a retaining wall was removed and a steel column was erected to hold up the ceiling.

The walls of the new lounge are made of African cherry paneling, which, like the wall and ceiling fixtures, was imported from Germany. The ceiling is made of acoustical tile, laid in a checker-board pattern. The floor is covered with a patterned green Wilton carpeting.

The bar itself is made of wood and covered with Formica, simulating cherry paneling. The back bar is made of the same material, together with the closets and four refrigerators. Again, the table tops in the lounge are of the same material. The chairs are finished in a luxuriant leather; they are beige and green.

Behind the bar is a montage, showing various locations in Lancaster County. In the center is a picture of James Buchanan, whose home was in Lancaster before he became president of the United States. The room was named in his honor. The montage is tinted slightly with a few colors.

The room, which is air conditioned, will seat 58 persons comfortably. Women are not permitted to eat in this room at any time, but can have cocktails there when accompanied by a club member.

A view of the bar in the new cocktail lounge at the Hamilton Club, Lancaster, Pa.



Below is how bar looked before it was remodeled.



Better Management Guidance Follows Use Of The Uniform System of Accounts for Clubs



By Howard Foster, C.P.A.

**Internal Auditor and Accountant
Peninsula Golf and Country Club
San Mateo, California**

Club managers are probably as gregarious as any professional group, and a favorite pastime is that of comparing their respective clubs' sales volume, labor cost, and various other factors in the results they have had some part in accomplishing. But, more importantly, each of them is constantly striving to arm himself with data with which to inform his own club directors and committees. As a manager he needs such information for purely objective purposes, but even more to demonstrate the effectiveness of management, or to point to necessity for revisions of policy.

The question then arises: "What should performance measure up to, and what should be the policy to achieve such a goal?" One can assume that, if some clubs in certain general physical circumstances of location, size of membership, climate, etc. are able to produce an average rate of gain for their members' benefit, another similarly placed should be able to do the same, or fairly close to it. But how to find out how other clubs are faring?

It is not enough to be able to telephone a few fellow managers and compare notes at long distance. The need is for a clearing house of information through which to draw on a broad base of statistics that have been reduced to averages and thus converted to useful comparative measuring sticks. Tabulations of this kind are regularly pre-

pared by each of the two national accounting firms specializing in club operations, but unfortunately not enough clubs are able to supply data in such form as to be usable for these surveys. Consequently, one of those firms had access to the figures of only 50 city clubs and 50 country clubs in the whole country when making up its last review. The question then is: how can clubs achieve the position of ability to contribute to this collation of helpful information? The simple answer: adoption and religious use of the Uniform System of Accounts for Clubs.

Uniform systems have been devised for railroads, grocers, department stores, and others, but—most importantly for our present case—the hotel industry. The club system was patterned after it because some of the main functions of clubs, namely providing food and drink, are so similar. The hotel men of the United States were themselves the prime movers in developing the system now so well established, because they realized the confusion resulting from the multiplicity of style in which hotel operating statements were being prepared. The basic scheme has been followed for over 30 years, and hundreds of hotels of all sizes are reaping the benefit in fiscal statements prepared in similar fashion, or at least bearing close resemblance.

Consider the case of the club that

computes food and beverage profit by showing as expenses only the items of payroll cost and employees' meals together with what looks like a ridiculously small amount for "kitchen supplies." What happened to the items of laundry, menus, stationery and decorations? Apparently these are buried somewhere, probably in miscellaneous administrative. Or an instance of inconsistency in which golf course and swimming pool are charged with depreciation, but food and beverage are not. Actually a Uniform System treatment would be the reflection of all depreciation charges as a total along with the items of taxes, insurance and interest. Another club, in its published report, indicates a policy of making no provision at all for depreciation, but of charging replacements to expense when made. Obviously the accounting records in this case would require a tremendous amount of work in recomputation and reclassification if this club were interested in comparing its operations with the results from other clubs, or if it desired to contribute data for inclusion with a club survey. These are only a few available illustrations of the probable endless variety in accounting treatment and statement display.

Intelligent and informed comparison of financial data demands a consistency of style and content. When any club has been able to accomplish a Uniform System installation it will be found that rigorous adherence to its requirements, along with observance of all the signposts of good accounting theory, and a skilled method in statement construction and display, will almost automatically ensure accurate pictures of financial status and operations. Statistical comparisons then fall into focus much more readily without the exasperating difficulties that are encountered with any less scientific approach.

One of the first steps in the right direction that club managers and directors should consider is inclusion with administrative personnel of a competent accountant. Rule-of-thumb

bookkeeping, defined as an art of somewhat less stature is not enough, since the accounting responsibility requires experienced judgement, analytical ability, discrimination, initiative and imagination. With such a function built into the internal organization there is assurance that management will be in possession of correct information on a current basis developed as a matter of daily routine without needing to rely on outside professional help, or having to wait for year-end audits to learn what really happened.

After deciding to go ahead with a system revision, the club should secure from the Club Managers Association a manual published specifically for installation guidance, and along with it an expense dictionary. The former provides the basis for balance sheet arrangement, but, more importantly, points the way to departmental classifications of income and expense, as well as operating statement arrangement. It also contains a great deal of explanation as to reasons for the approved expense allocations and extensive outlines showing what particular items are includable under the several main descriptive categories. The dictionary, arranged in alphabetical fashion, provides in most cases a ready guidance to expense distribution.

Club balance sheets will be expected to display variety of content in some respects, but an accountant will be acquainted with the recognized style in commercial usage, and, for example, will know that ordinarily some portion of a mortgage debt should be shown with current liabilities. Also, he will know that, except for accounts of a valuation reserve of specific offset nature, no debit balances should appear among liabilities nor credit balances among asset totals.

Operating statements will vary also, since not all clubs carry on identical activities. But, basically they can be set up to show how much of dues income, after using up food and beverage profit, is needed to cover general overhead, and how much remains to provide for taxes, insurance, interest and depreciation.

As a practical matter, a reorganized accounting method should be effective from the beginning of a fiscal period. With this in mind a considerable amount of work needs to be done before the end of the previous year. By reference to the Uniform System manual, the accountant will attack the problem of installation by laying out the form and detailed content of the statements needed to properly paint the financial picture of his club. Based on this he will then organize a classification of accounts, and prepare his

general ledger accordingly. It will usually be found that the primary journals also need considerable revision in order to more suitably accumulate daily information, so attention should be given to altered columnar arrangement of these records. The minimum requirement in separate journal setup would seem to be those designated as dues, sales, invoice, cash received, cash disbursed, petty cash, allowance, monthly and general.

After a club has made this kind of a system effective its management can compare operations with others using the same method, and know that, in comparing food department profits, for example, the results are after deduction of the same kinds of expense. There will not be distortions caused by such practices as charging the department with depreciation or equipment repairs. Similarly a manager

will know that his total of administrative or repair and maintenance costs is composed of like items with another club. Of course, for the first year there will be some difficulty in comparing with earlier periods' figures, but after that first hurdle has been cleared the benefits begin to pile up in the form of more informative statistics for both home consumption and contribution to the pool of information in club surveys from which all may benefit.

At present a collection of club financial statements may be likened to boxes of grapes, cherries, oranges and lemons. Now is the time to consider seriously the need for up-grading of club accounting so that the contents of all the boxes will come to look more like husky melons of similar quality. It is not too early to plan ahead for making a change in 1960.

Conference Women's Program

By Mrs. Hilda Donadeo

**Chairman, Women's Committee
33rd National Conference CMAA**

**TO THE WIVES OF ALL CMAA
MEMBERS:**

Now it is my pleasure to write to all the forgotten, silent, stalwart aides to the men in our lives who have married not only ourselves, but also the profession of club management.

We are looking forward to greeting you and showing you the most rehabilitated city in our country and displaying for you some of the hospitality and advancement for which our gracious city is famous.

Don't let your husband come without you—plan to attend with him and relax and enjoy yourself in a warm and friendly atmosphere.

Come early and see "steel in the making" by attending the tour of the steel mill on Wednesday, January 20, 1960; tour starts at 12:30 p. m., so be prompt and arrive early. During the evening, a trip to some of the Pittsburgh clubs will be offered and this you certainly must not miss.

The finest innovation of the 33rd National Conference of the CMAA is the free afternoon offered the distaff side on Thursday, so you can rest and primp before the formal dinner dance at the Penn-Sheraton Hotel. Big things are planned for this evening and we want you to be rested sufficiently to enjoy the evening.

On Friday, January 22, we arranged

personally with the president of the H. J. Heinz Co. for a luncheon and conducted tour of the experimental laboratories and research center of the Heinz Co. This will be the first time in Heinz history that the laboratories and research center will be opened for a conducted tour to a group of our size and affiliation. This is one tour you do not want to miss—a revelation in foods and the scientific approach to food preservation. That evening an excellent reception is planned after which we offer, for your pleasure, the Pittsburgh night life, filled with the finest of the entertainment world and excellent cuisines.

After sleeping late on Saturday, we will take you to a modern type clubhouse for a luncheon and an afternoon of bridge, an opportunity to visit with old and new friends. This will help you to relax before the wonderful informal party planned for that evening at Pittsburgh's newest hotel, the Pittsburgh Hilton.

All these delightful trips and functions will be held while our husbands attend the fabulous educational program presented for their "Planning Today for Tomorrow's Success."

Lest we forget—Go Pitt in '60, by train, plane or auto. We look forward zealously to the opportunity of displaying our sincere hospitality and once more renewing old friendships and acquiring new friends.

Plan now to attend—mail your reservations today.



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Management's Responsibilities In Club Finances

By Fred W. Eckert

Harris, Kerr, Forster & Company

From a speech at the CMAA Conference in Houston

CLUB business is big business. Multi-million dollar clubhouses, million dollar golf courses, swimming pools, cabana clubs, curling rinks, skeet and trap shooting, riding stables, boat and yacht harbors, bowling alleys, national tournaments, calcutta pools, big merchandising pro shops. The dollar take and turnover keeps increasing, as do the number of members and the dues.

Club costs to the individual member have been rising at an accelerated pace. First, everything costs more actually and relatively. Cheap, casual, and part-time labor is practically no longer available; a drink of Scotch whiskey costs \$.85 to \$1 plus 10 to 15 per cent service gratuity fee; golf carts at \$8 replace the caddie lads who got \$2 to \$3 a round. Second, the member participates in more and more and a wider scope of social and sports activities. The club calendar is a crowded one of events, parties, tournaments, meetings, affairs—on a year-round basis. Third, with the U. S. Treasury Department bearing down on the allowability of club expenditures, dues, entertainment, as deductible expenses for tax purposes, the net cost to many a spending member is or may soon be double what it used to be.

Are we developing and managing this big new growth business wisely and prudently; are we sprawling out hodgepodge in taking on all these new departments and activities without a plan and a policy; are we allowing an eager-beaver minority of members to saddle the patiently suffering majority with activities and expense, the burdens of which are inequitably imposed on one side, as excessive general dues, or on the other side, in undercharges on special services for a few privileged participants?

Clubs cannot grow into the multi-department, wide sprawling organizations they have become without or-

ganization plan, without over-all governing price policies, without definition of management controls and policies, without setting and fixing responsibilities, without basic fiscal and financial policies.

The club manager is presently the only party who has the key to constructive advancement of club program, policies, organization, management. Club officers and directors, despite their unquestioned talents and abilities in their own fields, have only a casual, side-line, layman's interest in their club's affairs, have normally a brief temporary tenure of office, have little or no background, experience or knowledge of clubs in either a board historical sense or as a major modern social development, have purely an incidental stake in the investment and no serious concern to their individual personal pocketbooks in the corporate surplus or deficits.

Under similar conditions, the hospital field has come more and more toward a realistic recognition of the trained, experienced, *professional administrators* as the keystone to the whole structure of sound, intelligent, efficient over-all management, to the purpose of producing a balanced service program at reasonable business-like cost.

To the club managers who aspire as a group to function in a like capacity for institutions they serve, must come the four-square recognition that qualification for the job requires technical knowledge, skills, training—professional competence in management, administration, accounting and finance—capacity to undertake leadership and responsibility.

The kind of financial statements a club presents—and I refer not merely to the published annual reports, but to the interim periodic statements prepared for internal use of directors, officers, and management—gives a direct rating of the caliber and compe-

tence of the personnel directing and operating the institution.

For many clubs still, the so-called financial statements have only one aim and purpose—to show how cash revenues or income balanced up with cash outgo. This is the Noah's Ark stage of club accounting—adrift in a flood of uncertainty, not knowing where you are going—or how to get there.

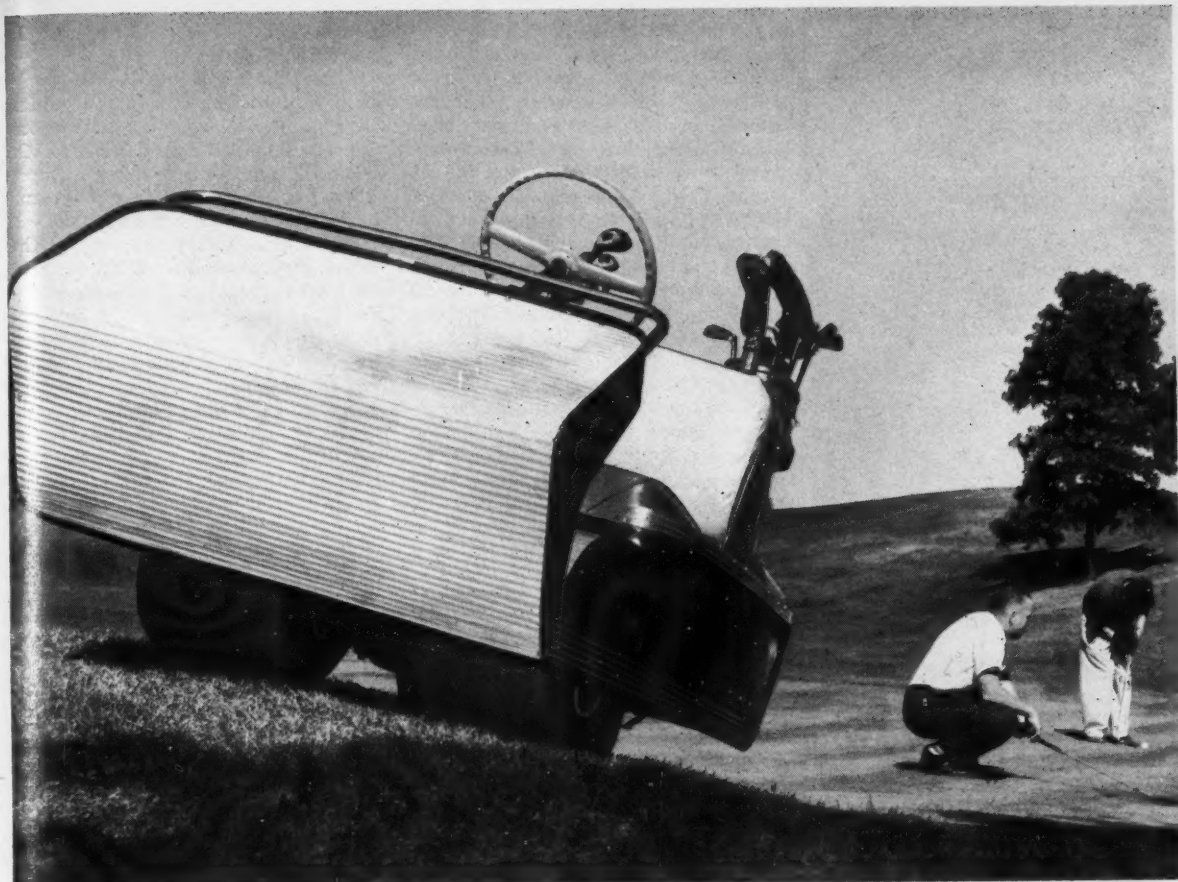
Now, some clubs have progressed beyond the Noah's Ark stage and list their "receipts and disbursements," or "revenues and expenditures," or advancing a little further, then "income and expenses" with a classified itemization and even a grouping for certain "departments"—but this information tells little more than the simple cash statement. It just shows *where* the money came from and *where* it went.

What we are seeking is knowledge, revealed in the figures, of the policies under which the club is being operated, and, whether performance was good or bad in accordance with the policy standards set out to be attained.

Standards first represent agreement on principles. A Uniform System of Accounts expresses certain basic interpretations for explaining the operations of a club in terms of accepted business principles. Costs, ratios, relations of revenues and expenses, statistics only begin to have meaning when it is recognized they come within a framework of understood accounting principles. For club management to have a common language for the exchange of ideas, experience data, standards of performance, the general adoption of a uniform system of accounts, and the progressive application of that system into every possible individual club operation, is a must crusade for every member of the profession. This will definitely provide a medium for the advancement of your profession.

The data that it has become possible to accumulate with this broad adoption of uniform accounting has been made available in the form of statistical and trend publications and studies which have afforded nationwide, regional and local standards for measurement, guidance and direction of the industry as a whole and for the thousands of individual operators.

Isn't it sound, logical, equitable and the way to run a non-profit cooperative undertaking—which a club is—that those members who use any form of special services—food, beverages, cigars, valet, barber, massage, etc., should pay a charge for those services sufficient to cover at a minimum, the *actual cost of providing those services*? Most people agree on that statement in principle, but they don't agree



GOODYEAR puts the course before the cart

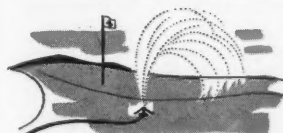
Goodyear heartily agrees — keeping your golf course in top condition comes first, is more important than the ease that golf carts would bring your members.

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impression on a fairway than would a flitting shadow. And the speeded play pleases all.

This is another example of how Goodyear technology is solving problems in almost every phase of modern life—from space exploration to food packaging.

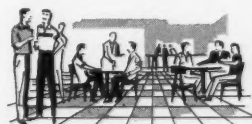
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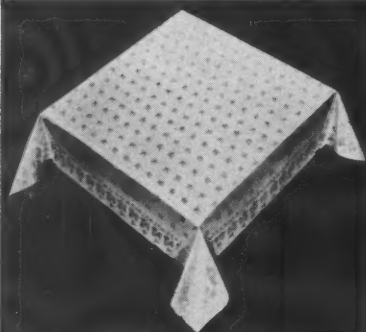
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on what "cost" is. Specifically they will agree that "cost" should include all the direct departmental expenses such as food, beverages, cigars or other merchandise, and direct labor, supplies, etc., but, the differences of view begin to show up, when the decision is to be made—should "cost" include the indirect and overhead expenses, for management, administration, general expenses, heat, light and power, maintenance upkeep, and repairs, and, should it include a charge equivalent to what we would ordinarily call "rent" for the facilities used and space occupied, or, what we call the occupation costs—taxes, insurance, interest?

In this matter, club management, and the professional consultants have got to face the responsibility of taking a positive position. And we have much too long ducked, dodged and weaseled on this question.

We take the position that the indirect expenses for management administrative and general expense, for heat, light and power, for repairs and maintenance should be reckoned as part of the "cost" for all special departmental services. We state that "cost" for this purpose of fixing prices for services should be defined as, all direct departmental costs and expenses, plus, a *policy determined burden* of overhead expense.

There are a dozen different theories and methods for calculating overhead expense, and, of allocating or applying it on some mathematical basis to the various primary operating departments. To achieve our purpose, we don't need to haggle or argue over which of these theories or methods is the correct or right one. For all effective purpose, we can simply and understandably use the formula that overhead expense shall be calculated at a percentage of a department's sales or revenues equivalent to that experienced by like establishments performing similar services on a commercial private enterprise basis. In the commercial food and beverage operations in restaurants and hotels, the overhead excluding rent or capital charges will range between 15 to 25 per cent of sales. Taking a median ground, we would say as a "determined policy" for rendering food and beverage services to a club membership at "cost," these departments should produce a gross income sufficient to cover all direct costs and expenses plus a margin of 20 per cent of the gross sales as a proper and average normal contribution to overhead expense.

In like manner, we can say that the cigar and cigarette department should contribute 10 per cent of sales as

normal overhead, the barber shop 15 per cent and so on.

I have said it is simply and workably, a "determined policy" by which we set a standard goal for the various department operations results. While 20 per cent of sales should be a proper normal operating profit on food and beverage department operations, it may be a "determined policy" of the Board of Governors or Directors that the goal of management should be set at 15 per cent of sales or 21 per cent or 25 per cent. Management is thereby given a clear direction and a standard by which to measure actual performance. And these standards would be determined for each special department. Then it is up to management to manage and to produce results by all the proper business devices of pricing, merchandising, cost control which management is expected to have and to utilize in good commercial operations.

The Uniform System of Accounts For Clubs

There has been adopted in the Uniform System of Accounts for clubs certain broad concepts which are considered as forming the basic policy standards on which all sound club operations should operate. Such principles or concepts as these are embodied in this uniform system structure.

(1) The primary activity of the club is to provide buildings, space or headquarters for the organization, common facilities available to all members, basic services available and free to all members.

(2) The secondary activities of the club will comprise all those services which are merchandised to the members on a charge basis. Each of these merchandising operations shall be treated as a business department of the club operated on a profit or loss basis, considering all revenues and direct costs and expenses, but no indirect or overhead expense.

(3) The indirect expenses for operations, represented in Administration and General Expense, Heat, Light and Power, Maintenance and Repairs shall be considered and treated as the overhead expense, relating to conducting, the primary services outlined in (1) above—buildings, facilities basic free services available to all members, and, the secondary activities of special services in various departments, merchandised to the members on a charge basis, as outlined in (2) above.

(4) All expenses for property taxes, property insurance, lease rentals, interest, financing charges shall be identified as occupation and finance expense.

(5) The net cost of primary activi-

12

favorite

**APPLE
JACK**

drinks



APPLE JACK

SOUR

*the sour with the
fresh, appetizing edge*

Add the following to a cocktail shaker or Waring drink mixer: 1 jigger lemon juice, 1 teaspoon sugar, cracked ice, 2 jiggers Apple Jack, and a dash of white of egg if available. Shake well and strain into a sour glass or a small tumbler. Garnish with fruit.



.....
The World-Famous

JACK ROSE COCKTAIL

Add the following to a cocktail shaker or Waring drink mixer: 1/3 jigger Grenadine, 1 jigger lemon juice, cracked ice, 2 jiggers Apple Jack, and a dash of white of egg if available. Shake well and strain into a cocktail glass.

.....

APPLE JACK

COLLINS

Mix 1 jigger lemon juice and 1 teaspoon sugar in a Collins glass. Add cracked ice and 1 1/2 jiggers Apple Jack. Fill with club soda and stir. Garnish with a slice of orange, and a cherry.



Nothing makes a drink like **APPLE JACK**



APPLE JACK OLD FASHIONED

Mix $\frac{1}{2}$ teaspoon sugar, dash of bitters, slice of lemon and a splash of soda in an Old Fashioned glass. Mash until the sugar is dissolved. Add ice cubes and $1\frac{1}{2}$ jiggers of Apple Jack. Garnish with half slice of orange.



APPLE JACK MANHATTAN

Add two parts Apple Jack, 1 part Sweet Vermouth, a dash of bitters and ice to a mixing glass. Stir well and strain into a cocktail glass. Add cherry. (Substitute dry vermouth for sweet and you have a Star cocktail).



APPLE JACK HIGH BALL

Fill High Ball glass with ice cubes. Pour in $1\frac{1}{2}$ jiggers Apple Jack and fill with your favorite mixer: ginger ale, club soda, water, Coca-Cola, or Seven-Up.



APPLE JACK ALEXANDER

Add 1 ounce Apple Jack, $\frac{3}{4}$ oz. sweet cream, $\frac{3}{4}$ oz. creme de cacao and cracked ice to a cocktail shaker. Shake well and strain into a large cocktail glass.



APPLE JACK ON THE ROCKS — or MIST

Either way it's wonderfully smooth — easy to take — the difference being, in an Apple Jack Mist use shaved ice. For both add a twist of lemon peel.



APPLE JACK STINGER

Add 2 oz. Apple Jack, 1 oz. white Creme de Menthe and cracked ice to a cocktail shaker. Shake well and strain into a cocktail glass.

EGG NOG *(serves nine)*

6 eggs, separated 1 pint cream
1 pint Apple Jack 1 pint milk
1/2 cup fine granulated sugar

Beat yolks and whites of eggs separately and add 1/2 of the sugar to each. Add milk and cream to beaten yolks and mix well. Then fold in beaten whites. Slowly add Apple Jack stirring constantly. Chill in refrigerator. Sprinkle with nutmeg when serving.

If dairy prepared egg nog is used, the proportions are 2 parts egg nog to 1 part Apple Jack.



.....



BLACK JACK

To a cup of black coffee, add 1 teaspoon sugar (if desired), 1 ounce Apple Jack, and a twist of orange peel.

.....

APPLE JACK AND MILK (AM)

Add 1 jigger Apple Jack and a tablespoon of vanilla ice cream (if available) to a large glass of cold milk. Stir well.



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APPLE JACK

Distilled since 1780, LAIRD'S APPLE JACK is made today by the same family, by the same time-honored methods. Every drop has been slowly and gently aged in selected charred oak barrels to assure smooth mellow character and distinctive flavor.

LAIRD'S APPLE JACK is available in two great bottlings — 7 year old, 100 proof Bottled in Bond and the traditionally mild 84 proof.

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ties, secondary activities, plus overhead expense and occupation and finance expense, constitutes the final operating cost to be borne pro rata by the members in the form of dues or assessments.

In sizing up a club operation we have four main factors governing the aggregate costs: (1) Furnishing clubhouse facilities and free services, (2) operating special services on a profit and loss basis, (3) providing the necessary services for administration, utilities, ordinary repairs and maintenance, (4) meeting the occupation and finance costs.

If we want to know what is going on in our clubs, realistically, let's get down to brass tacks and have a full accounting of all the moneys received and spent by all our committees, for special events, tournaments, parties. This is club business. Let's see that proper and adequate interdepartment charges are made covering all special services provided. And let us make our regular club statements show under committee activities, the full gross revenues, and the total of expenses, and not, as is presently done in most cases, merely the final net expense.

The answer to intelligent and sound management control is that as part of the club's regular monthly accounting statements, there should be a statement in departmental form for each committee's activities, showing gross revenues, all direct expenses and the net department results, and, that it be recognized as the club managers' function and responsibility to comment upon and direct the board's attention to any matters of committees' operations which are not in accord with accepted business policies and operations. The final responsibility and authority lies in the board of directors and in the finance or budget committee for governing action and direction over all committee operations involving the receipts and disbursements of moneys and the pricing and expenditure policies pursued by the committees.

I am making this emphasis on committee activities and operations because they are becoming more and more a growing element—and a hidden element in the aggregate of club business and club costs—because also, it is a fundamental problem of management to coordinate these operations with the regular operations of the club, and to establish authority and controls so that management is not being caught in the middle of a half dozen bosses. Get this matter straightened out in your club, and, as they say today, you will have taken a lot of monkeys off your back.

We come to the most important subject in which club management is vi-

tally concerned. By what measure are we to measure and approve club management performance?

We have just three possible standards of measurement:

(1) Comparison of this year's or this period's results with the like period of the preceding year or years.

(2) Comparison of actual results with those projected in an official, approved budget.

(3) Comparison with average performance standards for other like club operations.

I contend that if we are looking to management to function as the guiding professional administrator of club business and club affairs, that it is up to management to set up standards by which to measure what is good and what is bad performance.

So here we have our measuring sticks. First, management was set a determined policy standard of establishing a food and beverage departmental contribution to overhead, say of 18 per cent of gross department sales. The actual performance at the end of the year is 19 per cent of sales. Management has delivered a 10 per cent performance of its set goal. The Harris, Kerr, Forster club statistics show a general average for like class operations of, say, 12 per cent of department sales. Management has a performance record of 158 per cent of average club performance standard, giving it top rating in comparison with other club operations. But, we are obliged to check this to ascertain whether this larger margin of overhead contribution has been achieved at the expense of cutting down members patronage and hurting sales volume. We will look to see whether food and beverage sales in relation to dues revenue, or according to the figure of sales per club member, is greater or less in our club than the general statistical average. We find that on the sale basis, our club had food and beverage sales per member 8 per cent above the average. Our management is tops by all three ratings—105 per cent in performing against the policy determined goal—158 per cent in comparison with departmental profit margins in comparable clubs—and, 108 per cent on the basis of membership acceptance and patronage.

The vital interest of club management in all of this, is, that club accounting and statements shall be expressed in terms of accounts of standard uniform designation, classification and content; that the presentation of statements shall be clear and organized to reveal the policies, business principles, and underlying theory under which the club business is conducted.

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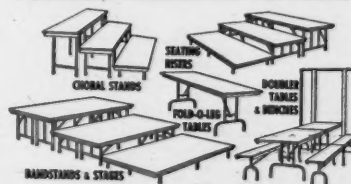


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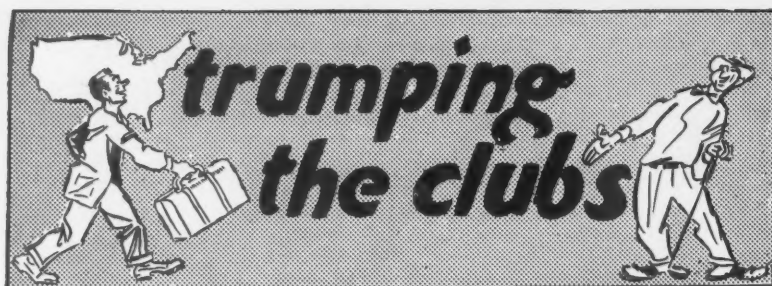
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Richard H. Campbell

Richard H. Campbell, manager of the Indianapolis Athletic Club for the past six years, has resigned to accept the management of the Detroit Athletic Club.

A past national director of the CMAA, Mr. Campbell will assume his new duties as general manager of the Detroit club on September 1.

Mr. Campbell has been extremely active in both Ohio Valley Chapter and national Club Managers Association of America affairs.

He served as a national CMAA director from 1956 to 1958 and was an important part of several CMAA committees. He was the first chairman of the CMAA editorial advisory committee which has the function of advising editors of *CLUB MANAGEMENT* on various editorial problems.



Richard J. Brace, manager of Irem Temple Country Club, Dallas, Pa., on July 24 was electrocuted while helping a workman on a club job. Mr. Brace placed a metal ladder against a live wire and death was instantaneous.

Mr. Brace is survived by his wife, Gwen.



Petroleum Club, Evansville, Ind., has appointed Harry Nash as its first manager. Mr. Nash formerly was manager of the Corinthian Yacht Club, Marblehead, Mass.

The Petroleum Club is now under construction and scheduled to be opened in late fall.



H. F. Gosse writes that he has accepted the appointment as manager of the St. Charles (Ill.) Country Club.

Warrensburg (Mo.) Country Club has announced the appointment of Joseph D. Moore as manager. He succeeds Mr. and Mrs. Earl Spieler, who resigned.



Twin City Club, Winston-Salem, N. C., has appointed Roland D. Gangwer as manager. Mrs. Pauline Gibson, who has been acting manager for several months, will remain as assistant manager.

Mr. Gangwer is a native of Bethlehem, Pa., and for five years was assistant manager of the Greenville (S. C.) Country Club. Before moving to the Twin City Club he was assistant manager at Myers Park Country Club, Charlotte, N. C.

Mr. Gangwer is married and the father of a 10-year-old daughter.



C. Maurice Corya

C. Maurice "Mo" Corya has been appointed manager of the Indianapolis Athletic Club to succeed Richard H. Campbell, who has resigned to accept the management of the Detroit Athletic Club.

Mr. Corya, who has been manager of the Highland Golf and Country Club, Indianapolis, the past four and a half years, will not be new to the I.A.C. He was an I.A.C. staff member for nine years serving as catering manager and then assistant manager. He will assume his new duties September 1.



Mr. and Mrs. Harry O. Hunt, left, are shown with some of the directors and wives of Lakewood Yacht Club, Seabrook, Texas, at a recent Luau. Mrs. Hunt designed the table decorations, which were built by Mrs. Kelly, Lakewood florist. The volcano was made of newspapers, water and flour. Melted candle wax with black paint was used for lava and the shades of gray, smokey purple and black were very realistic. The volcano was on a green grass mat with thatched straw

huts and figurines surrounding it. A can filled with dry ice and water was suspended inside the volcano so fog and smoke bellowed up from it. The buffet consisted of huge whole baked red fish, roast pig, fresh cocoanut and pineapple and the usual food served at luaus. Entertainment included a water show, hula girls and two Hawaiian bands. Prizes included two free days in a Hawaiian hotel, shirts, etc.



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More families are dining out than ever before. Sexton Quality Foods build menus replete with appetite appeal. Tasty meals which say "come back soon."



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From kindergarten to the college campus, Sexton provides a variety of school menus to tempt growing young appetites. Schools everywhere serve Sexton Quality Foods.



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Archie Livingston

Archie Livingston reports that he has resigned his position as manager of Manchester (Conn.) Country Club to accept a similar position at the new Rock River Country Club, Sterling, Ill.

At the present time the clubhouse is under construction so only limited service is available. Opening date is scheduled for October. A new swimming pool will be completed in time for a spring, 1960, opening.



Manager Frank Macioge, Kalamazoo (Mich.) Country Club, reports that one of the social highlights of his club's golden anniversary, which is being celebrated this year, was a special dinner-dance featuring the famous Griff Williams orchestra which was held on August 21. A record turn-out was on hand for the evening's entertainment, which was preceded by a buffet dinner.



Gordon High, manager of the La Jolla (Calif.) Country Club is shown accepting the annual award of the La Jolla Chapter of the London Wine and Food Society in behalf of the club and Chef Ronald Murray for service of the most outstanding dinner of the year. William P. Elser, chapter president, and former president of the club, presents the award.

Donald P. Robinson, manager of the Fort Worth (Texas) Boat Club, reports that the summer program at his club has been very successful and well attended.

There were more than 2000 members and guests on hand for the July 4th celebration which included the Commodore's Race in the afternoon, an evening buffet dinner, then fireworks and dancing until 1:00 a.m.

A cruise for the club's power boats proved equally successful with about 125 members of the squadron making a trip to the far end of Lake Fort Worth, anchoring and going ashore by rowboat to enjoy a dinner prepared and served by the club's staff. At the present time another cruise and cook-out is being planned because of the success of the first.



Mr. and Mrs. Thomas O. Berry have been appointed co-managers of the Union Country Club, Dover-New Philadelphia, Ohio. They began their new duties on August 4.



William Velton

William Velton has been appointed manager of the Recess Club, Detroit, to succeed John C. Bellaart, who retired after 24 years of service.

Mr. Velton, who was born in Holland and worked for the Holland America Line until 1939, has worked in various hotel and club departments and was assistant manager of the Pier 66 Yacht Club, Fort Lauderdale, Fla., before his appointment by the Recess. From 1939 until he came to this country in 1945, Mr. Velton was in occupied Holland, first in the army and later in the underground.

Mr. Velton reports that the Recess is undergoing extensive refurbishing that will make his new club one of the most modern in the Middle West.



William N. McCally

Appointed manager of the Privateers Country Club, Corpus Christi, Texas, was William N. McCally, who for the past four years had been assistant manager of the Corpus Christi Country Club.

His first club job was with the Dallas Athletic Club Country Club where he served as assistant manager for two years. Prior to that he was in service having served in the U. S. Navy during both World War II and Korea.

Mr. McCally is a native Texan and is a graduate of Trinity University of San Antonio where he obtained his B.A. degree in 1950.



Manager Tom Hughes of the Little Rock (Ark.) Country Club sent us an interesting story about his chef, Francis Don Ricardo Carimi, which appeared in the July 26 issue of the *Arkansas Gazette*.

In an interview-type story, Chef Carimi inferred that one interesting aspect about being chef at a club is that because members travel so extensively, a club chef has opportunities and must be able to prepare a great variety of dishes from all parts of the world. He pointed out that tastes run pretty universal and although his members are southern they prefer continental style food and will eat lamb chops before fried chicken. He stated that the test of a good chef are his sauces and soups.



Franz Bach, whose retirement as manager of the Buffalo Country Club, Williamsville, N. Y., was announced in the last issue of *CLUB MANAGEMENT*, wrote us from Bad Worishofen, Germany, where he is resting and vacationing. He writes that he feels his three-week stay there will do him a world of good.



Fadiman cheers for cheese 'n Ry-Krisp in Reader's Digest ad!

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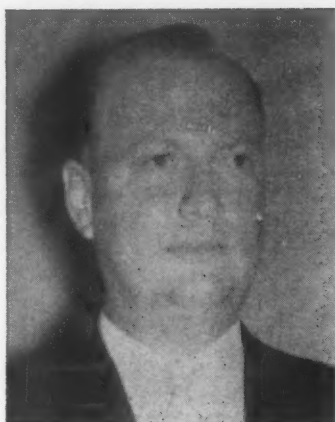


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J. E. Reed

J. Edgar "Ed" Reed has been appointed manager of Bellerive Country Club, St. Louis, succeeding Edward Voegeli who resigned to become manager of the Noonday Club, St. Louis.

Mr. Reed was promoted from assistant manager and prior to Bellerive served in a similar capacity at the University Club and Old Warson Country Club, both of St. Louis. He has had experience in hotel work and began his club work in 1946 at Sunset Country Club, St. Louis.



Paul E. Collins reported that he has been appointed general manager of the Transit Valley Country Club, Buffalo, N. Y. He was formerly manager of the Eggertsville (N. Y.) Club, for the past six years.

Mr. Collins has been married for 26 years, has one daughter and two granddaughters. He and his wife, Geraldine, will reside at 39 Wilkes Ave., Buffalo. He is a member at CMAA and the New York State Chapter.



Guy Erbsloe, who for many years was active in club management circles, writes from his home at 815 E. Buchanan St., Harlingen, Tex., that he is recovering from a series of three major and one minor operations. Credit for his recovery goes to the new Mrs. Erbsloe, who was formerly his nurse and is responsible for nursing him back to health.



Joseph L. Jones, for many years manager of clubs in the St. Louis area, writes that he is now at the Griswold Hotel and Country Club, Groton, Conn., for the summer season.

Edward Voegeli has resigned as manager of the Bellerive Country Club to accept management of the exclusive Noonday Club, both of St. Louis.

Mr. Voegeli had been manager of Bellerive for the past seven years and prior to that for many years was connected with the Mayfair-Lennox hotel chain operation in St. Louis.



One of the largest mosaics ever to be constructed in the Wichita, Kan., area has been completed at Rolling Hills Country Club. Located at the entrance of the clubhouse, the mosaic portrays an aerial view of the golf course.



Pine Lake Country Club, Eldora, Iowa, has appointed Faye H. Herbert as manager. He succeeds William Raske who recently resigned after being manager the past two years.



Ellis "Doc" Perkins

Ellis "Doc" Perkins writes that he has accepted the position as manager of the Bradenton (Fla.) Golf and Country Club and assumed his new duties on September 1. Formerly he was manager of the Oakwood Country Club, Enid, Okla., for the past eight years.

Mr. Perkins reports that his new club plans an extensive improvement program which includes enlarging the clubhouse facilities, a new watering system for the course, and new greens. In addition, two new tennis courts will be built, plus a new swimming pool, and other recreational facilities.

While in Enid, Mr. Perkins was president of the O-K Chapter of CMAA and a regional director. He is a charter member of the Sunshine State Chapter, and served as its first secretary.



S. W. Robertson

S. W. Robertson, who was assistant manager at the Chevy Chase (Md.) Club following his retirement from the Marine Corps, reports that he has been appointed Superintendent of Special Services for Civil Air Transport, Inc., and assigned to Tainan, Taiwan, where he will be stationed during his three-year contract.

In his job for CAT, he has supervision of the operation of two clubs, the CAT school, a guest house for pilots and a restaurant at the CAT airfield. One of the fascinating aspects of his new job, states Mr. Sherfield, is managing the CAT Chinese Employees' Club, where he has been active in promoting social activities that are developing the club into the type any club member would enjoy.



Manager Mary H. Kaltman and Assistant Manager Michael E. Cassese make up the new management team at Eglin Air Force Base Officers' Club, Fla., the world's largest U. S. Air Force base. Miss Kaltman recently succeeded Earl Gosline as manager and Mr. Cassese, a newcomer to the CMAA is her assistant. Both are members of the Sunshine State Chapter. Both are shown here smiling because of the outstanding job that was done entertaining members of the Joint Civilian Orientation Conference at a recent series of breakfasts, luncheons and banquets.



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The CMAA office in Washington, D. C., reports that in July the following three members died: William J. Davis (Assoc.), at the time of his death connected with the Crown Hotel, Providence, R. I.; Norman M. Rush, Sr., manager of the Elks Club, Charlotte, N. C.; and Carl Paul Steidel, manager of the Brook, Inc., New York City.



B. Walter Schytte reports that he has taken over management of the Idle Hour Golf and Country Club, Macon, Ga., and is enjoying his new job.

clubs, hotels and institutions. Mr. Thayse formerly was with the George S. May Co.

* * *

George B. Skinta, recently named general manager of the Libbey Glass Division of Owens-Illinois, has been elected a vice president of the company. He joined Libbey in 1933.

* * *

G. Robert Squires has been ap-

pointed vice president in charge of sales of Ocoma Foods Co., Omaha. He succeeds William E. Carey who resigned to become president of Universal Marketing Ass'n., Inc. Mr. Squires, who goes to Ocoma after five years as national sales manager of Cedergreen Frozen Pack Corp., will be in charge of sales of products in both the consumer and institutional fields.

* * *

Two Interesting Recipes

Names in the News

Robert Connor has been appointed executive sales assistant of Van Munching Imports, it was announced by Leo van Munching, president. Mr. Connor, in his newly created position, will have charge of the eastern territory for Van Munching Imports.

* * *

Harris Thayse has been named general manager of A. H. Jenkins and Associates, Minneapolis management consulting and engineering firm to

EARLIER this year the Kansas City branch of the Wine and Food Society held its 61st banquet at the Kansas City Club with General Manager Harry J. Fawcett as host. Each course of the meal was prepared by a member of the group. Although all of the recipes were quite interesting, here are two of them that appealed to your editors:

Cold Creme a la Mackie

Prepared by member David Mackie, this soup recipe calls for two cans of

Heinz tomato soup, two jars of sour cream, 1 medium Bermuda onion, two large limes, and parsley. Mix equal parts of Heinz tomato soup and sour cream and add onion chopped fine. Keep in refrigerator over night. Just before serving add juice of limes and on each cup of soup add approximately one teaspoon of parsley.

Shrimp Americaine

Mr. Fawcett prepared this recipe which calls for 40 shrimp sliced laterally and put into a sauce pan containing ½ pint of oil and one ounce of butter, both very hot. Cook until shrimp meat has stiffened well. Remove grease. Sprinkle remainder with two chopped shallots and one finely chopped or crushed clove of garlic. Add ½ pint of white wine, ¼ pint of fish stock, small glass of burnt brandy, one tablespoon melted meat glaze, three small fresh pressed and chopped tomatoes, pinch chopped parsley and small amount cayenne pepper. When serving add three ounces of butter cut into small pieces worked well into mixture. Add more meat sauce if it seems necessary.

With this course it is suggested you serve very tiny finger rolls made of Parker House dough filled with finely diced cucumbers mixed with sour cream, to which a small amount of onion juice is added.



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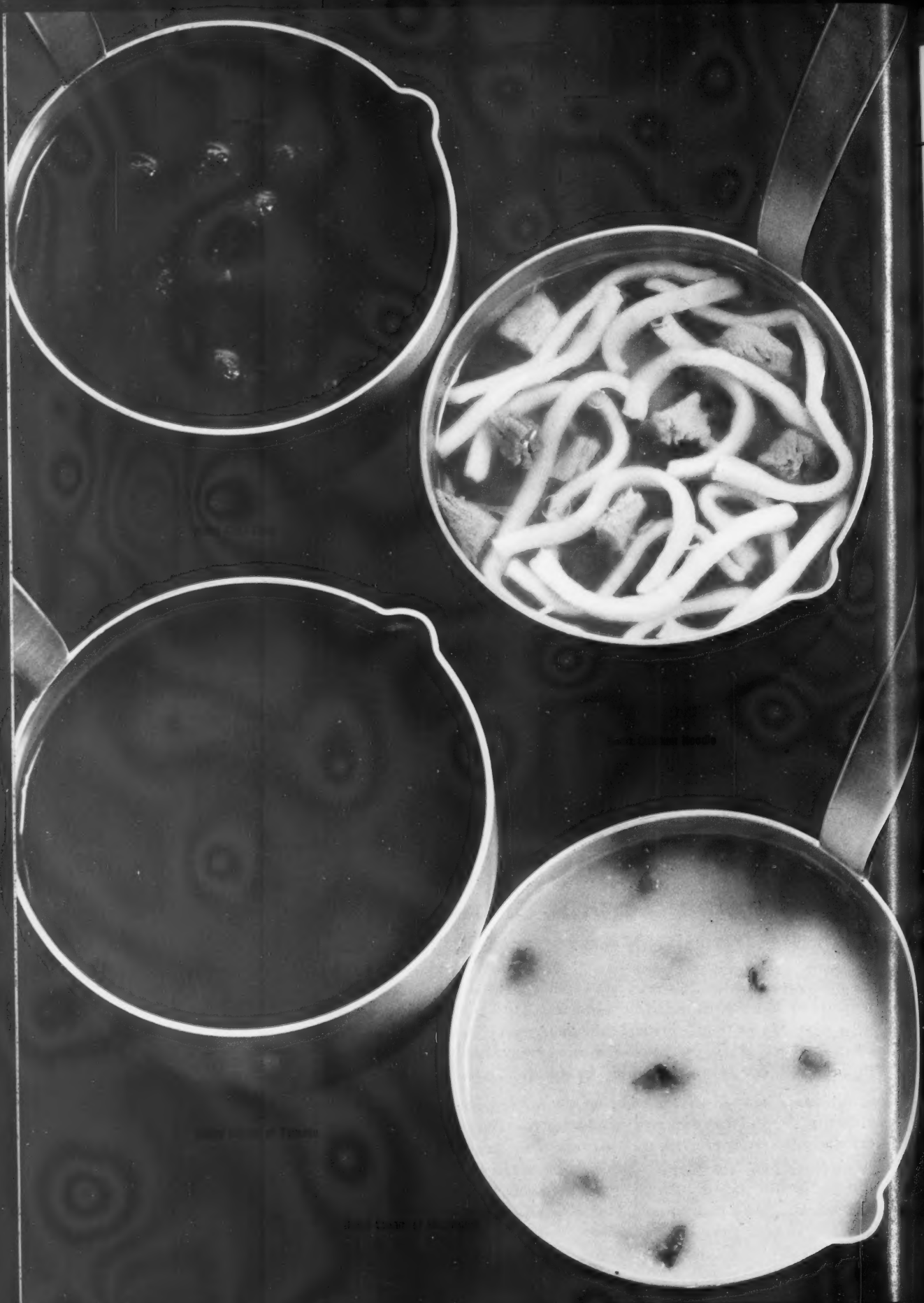
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Bulletin of the CLUB MANAGERS ASSOCIATION OF AMERICA

VOL. XV

SEPTEMBER, 1959

NO. 6

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To: All CMAA Members

From: John T. Brennan, Secretary-Treasurer

Regarding: Financial Condition of Your Association

Included in your August News Letter was a financial report of your Association as of June 30, 1959.

An examination of this report will disclose that your Association is in a sound financial position and has a reserve to meet ordinary expenses for a period that is considered by financial authorities to be adequate.

Your surplus funds are safely invested, earning interest, until they may be required for current operations.

The budget established by your board of directors for the fiscal year is realistic and is being adhered to in every detail. The recent move to larger quarters at the same address in Washington has given our executive secretary, Edward Lyon, and his staff much needed extra space to enable them to continue to do the excellent job that they have been doing in your behalf. Any member who has an opportunity to be in the Washington area should visit our office to get better acquainted and personally observe the workings of the office.

In conclusion, we ask that any member who has any questions to ask regarding our financial affairs or the operation of the national office, contact us and we will be happy to give all desired information.

To Hold SW Regional in Fort Worth

The Southwest Regional Conference of club managers, sponsored by the Texas Lone Star Chapter, will be held September 26-28 at Fort Worth, Texas, with headquarters in the Western Hill Hotel.

The conference leads off with registration September 26 and a moonlight ride on beautiful Eagle Mountain Lake, leaving from the Boat Club.

On September 27, the chapter board meeting will be held, as well as the chapter meeting at River Crest Country Club. Also included is a 1:00 p.m. brunch at River Crest. A cocktail party and dinner-dance will be held that evening at Ridglea Country Club.

On September 28 the group will move to the Colonial Country Club for breakfast and lunch and two round table discussions. Virgil Bourland will be moderator for the country club round table and Walter Clist,

Jr., will moderate the city club discussion.

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Secretary—G. E. Leftwich, Jr., Downton Club, Richmond.

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President—Jack J. Bayard, Parkersburg C. C., Vienna.
Secretary—C. P. White, White Oak C. C., Oakhill.

Following cocktails, Harry Forsythe, president of the chapter and host-manager, presided over the dinner welcoming the members and guests.

Robert Roper, manager of the Country Club of Virginia, Richmond, and regional director, outlined plans for a regional meeting on September 13 and 14, to be held in Richmond.

G. E. Leftwich, Jr., manager of the Downtown Club of Richmond and secretary of the chapter, introduced the special guest of the evening, Edward Lyor, national secretary of the Club Managers Association. Mrs. Lyor was presented with an orchid corsage and Mr. Lyor, a Virginia Smithfield Ham.

Following a brief talk by Mr. Lyor, the members and their guests adjourned to the main ballroom for dancing.

Peninsular

The July meeting of the Peninsular Chapter was held Monday, July 13, at the Cascade Hills Country Club, Manager B. H. Collins, host.

This was a stag gathering—of managers and directors—of the clubs connected with the Peninsular Chapter.

It is gratifying to report that the attendance of directors was beyond expectation and they were all amazingly interested in the activities reported and in the problems discussed by the managers.

The weather was perfect, all enjoyed luncheon, golf and swimming, and later cocktails and dinner.

Southern California

Reported by Henri C. Tubach,
Secretary

The chapter met on July 28 at the Beach Club in Santa Monica where all the rooms overlook the blue Pacific surf. National Director Charles Errington was our host and teamed up with Chef Charles Wilde and Maitre d' Manuel Ramos to produce a most delectable feast and pleasurable evening.

Special thanks were expressed to Regional Director Lee Seeger for the splendid lunch and golf enjoyed in the afternoon at Brentwood Country Club. These complimentary golf games represent a fine contribution to Club Managers Association members.

Joseph D. Minister, editor-in-chief of the *Pacific Coast Record* and *Western Restaurant* magazine, gave us an interesting résumé of his trip to the Far East where he was a guest of the Imperial Hotel in Tokyo. He pointed out that as to food they are in a tough spot, as most of it is imported. Meals were excellent and featured fish dishes. Two cooks are

News of the Chapters—

Virginia

The Virginia Chapter of Club Managers Association of America held its July meeting July 20 at the Oak Hill Country Club, Richmond.

CLUB MANAGEMENT: SEPTEMBER, 1959

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CMAA Chapter News Section

sent to Europe each year for finished training.

Thirty-six members and four guests attended the chapter meeting.

New Jersey

Reported by John P. Evans

The 12th annual New Jersey regional meeting and golf tournament was held at the Canoe Brook Country Club, Summit, N. J., July 10, and was hosted by Herb Moran, manager of Canoe Brook Country Club and president of the New Jersey Chapter.

The New Jersey Chapter sponsors this regional meeting each year and invites the members of the New York, Connecticut and Philadelphia chapters and also their directors. This year was one of the best turnouts we have ever had, there being 168 present for dinner and 104 golfers braved a few sprinkles of rain and completed a very difficult, but interesting north course.

The tournament's low gross prize was won by J. Iverson from Siwanoy Country Club—77; low net by P. E. Hudson of Nassau Country Club, Long Island—69.



NEW JERSEY: The officers and directors of the New Jersey Chapter pose at the recent golf tournament at the Canoe Brook Country Club. From the left: Don Thomas, Trenton Country Club, director; Richard Worthington, Plainfield Country Club, vice president; Herb Moran, Canoe Brook, president; Robert Halpin, Hamilton Club, secretary-treasurer; Eric Stamer, Twin Brooks Country Club, director; and John P. Evans, Spring Hill Country Club, director. Marty Holtz, Maplewood Country Club, another director, was not present for the picture.

The low gross for the directors was won by Dr. H. V. Garrity, Deal Country Club—79; and low net for the directors by E. Huddy, Trenton Country Club—69. The managers low gross won by Frank Thomas of the Union League Club, Philadelphia—78. The managers low net won



NEW JERSEY: Shown here are Frank Thomas (right), Union League of Philadelphia, who won the managers division of the New Jersey Chapter annual regional (four-chapter) golf tournament; Don Thomas (left), Trenton Country Club, runner-up; and John P. Evans, Spring Hill Country Club, Maple Shade, N. J., golf chairman.

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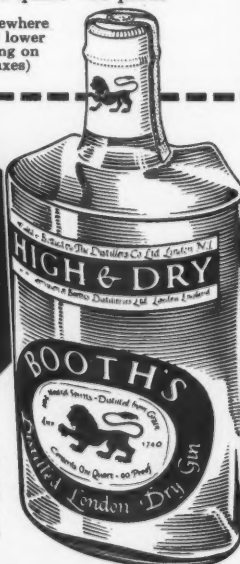
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by Don Thomas, Trenton Country Club—70. The guests low gross by N. C. Chapman of Siwanoy Country Club—78; and the guests low net by F. Madden, Spring Brook Country Club, Morristown—73.

The New Jersey Chapter this year added a new trophy to the tournament known as the New Jersey Managers Regional Trophy and this was won by Frank Thomas of the Union League Club, Philadelphia.

Paul Hahn, an internationally known trick shot golf artist, braved the light afternoon sprinkle to put on a very interesting demonstration for the managers and their guests.

The dinner program was highlighted by a speech by Daniel Layman, president of CMAA, who stressed the importance of all managers attending summer workshop courses. A very interesting talk was given by Paul A. Gorman of the

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CMAA Chapter News Section

board of trustees of Canoe Brook Country Club.

He is chairman of the building program and explained in detail how their entire building program was handled. The main speaker of the evening was Professor H. E. Smythe who gave an animated talk on a wide variety of human interest subjects.

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Great Lakes Regional

Hosting the annual Great Lakes Regional Club Managers' Conference on September 14 and 15, will be the school of hotel, restaurant and institutional management and its director, Dr. Joseph W. Thompson at Michigan State



Dr. J. W. Thompson

University, East Lansing, Michigan. Dr. Thompson, who is listed in the Top Speakers Bureau of the National Association of Trade Association Executives, will be a featured speaker in the area of management and sales.

W. Bruce Matthews, Newaygo, Mich., is in charge of arrangements for the conference, which is under the auspices of the CMAA's Club Management Institute.

Badger State

Reported by Richard A. Henry,
Secretary

The July meeting of the Badger State Chapter was held at Ozaukee Country Club, Theinsville, Wisconsin. It was a stag play day with all managers and their directors participating. George Junas was host.

An outdoor lunch with bratwurst, corn on the cob and beer was served before the golfers drew numbers for partners. Refreshments were served on certain holes.

Thirty-seven members and directors attended the cocktail hour and a gourmet's delight: roast goose dinner.

Everyone in attendance received a prize even if it was for telling the best story.

A vote of thanks was given to George Junas, manager, Mr. Neuhauer, president, and the board of directors of Ozaukee Country Club for such a wonderful day.

St. Louis District

Reported by Opal Thomas,
Secretary

The St. Louis District Chapter held its July 22 meeting at Norwood Hills Country Club with Paul Lampe as host.

A short business meeting discussed the proposed chapter by-laws and it was agreed that the by-laws would be tailored to fit the chapter's needs and would be submitted at the next meeting by the by-laws committee which included Chris Murphy and Jack Kane.

The group also briefly discussed the disposition of the chapter's present balance in the bank, sending worthy club personnel to cooking school, and future meetings to be held with club officers.

Several chapter members swam and played golf in the afternoon. In the evening, after refreshments, a mouth-watering steak dinner was served.

Chicago

Reported by B. B. Steeves

Austin Steeves, manager, and the board of directors of Ruth Lake Country Club, Hinsdale, entertained the Chicago Chapter on August 11. The plans for the day included lunch, a mixed two-ball foursome golf event, refreshments, dinner and dancing.

New York State

Reported by Richard C. Gibbs,
Secretary

The August meeting was held at the Rochester Yacht Club, August 10. At a dinner preceding the meeting, Chapter

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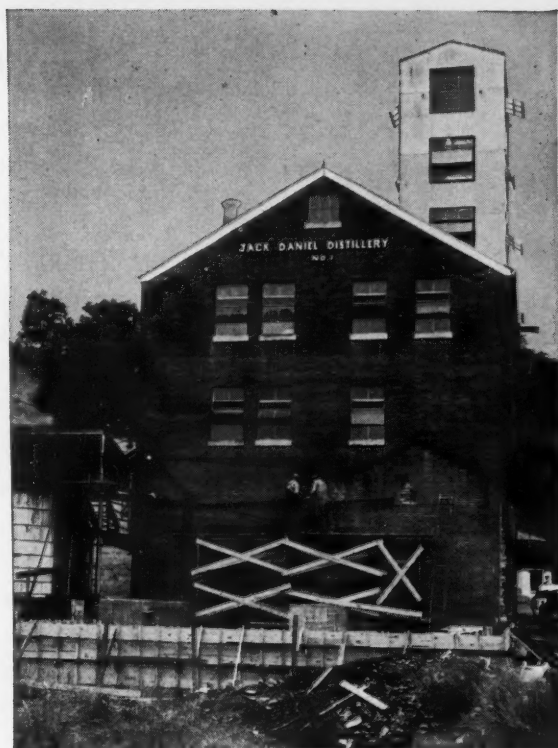
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Jack Daniel's



If you've had trouble getting a supply of Jack Daniel's for your customers, you know the nettlesome shortage is still with us. But we're pleased to report that the worst part of it is over. A larger supply of Jack Daniel's will come of age in the approaching months, and we have hopes of sending you a bit more than we have had for a long time.

The reason is that, since 1956, we've been making a few modest additions to our small distillery. And, as you can see from this snapshot, we're adding a little more capacity *this* year.

However, you understand, the supplies of Jack Daniel's will not immediately be as great as you and we would like them to be. We've had to take special care where we made any addition, and that put a close limit on how much we could expand.

You see, we're not taking any chances on doing anything that might alter the time-honored quality and good name of Jack Daniel's Whiskey. We still make it the same way Jack Daniel did nearly a century ago. And we still smooth out every drop with the age-old Charcoal Mellowing



process . . . seeping it down through ten-foot-high vats tamped full of hard-packed, finely ground maple charcoal.

But the shortage *will* be eased somewhat in the not-too-distant future. And in the meantime, we want to thank you for the patience you've shown us.



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CMAA Chapter News Section

President Earl Manly was honored on his 57th birthday. Bob Standish was master of ceremonies for a surprise "This Is Your Life" which included many photos and had Earl's sister, brother and son present.

Later at the regular meeting two provisional members were accepted. They were H. Henry George, recently named general manager of the Niagara Club, Niagara Falls, and Lester Glotzbach, assistant manager of the Brook-Lea Country Club, Rochester.

Sam Hayes, recently named manager of the Brookfield Country Club in Clarence, was accepted as a member in this chapter. He was formerly president of the Penn York Chapter.

A life membership was given to Franz Bach who recently retired from club management. Franz is a charter member of this chapter.

The next regular meeting will be held at Orchard Park Country Club. Stewart E. Brace will be host.

Mid America Chapter

Reported by
William Lahman, Secretary

Host Bob Benish, manager of Oakwood Country Club, Kansas City, displayed some of the finest talents of his new chef, Victorian Maurel, at the regular July 28 meeting of the Mid-America Chapter.

The menu:

Les Canapes Maison
La Soupe de Marseille aux Pernod
Les Simples Supreme de Voilaillie,
au Champagne, Sous Cloche
Les Haricots Verts Paysan
Les Petites Pomme Dauphine
La Salade Diplomatique
Les Bananes Surprise

Irvin Atlas, Oakwood house chairman, spoke briefly to the 23 members and guests at the conclusion of the dinner. Mr. Benish introduced Chef Maurel to the group and Chapter President Berry Haug, manager of Indian Hills Country Club, extended the compliments of the guests.

A definition of the chapter's boundaries was approved in the business session of the chapter. Corresponding with current membership, the boundaries were set to include St. Joseph, Columbia and Joplin, Missouri, and Topeka, Kansas. The boundaries were further defined to cover a radius of approximately 150 miles from Kansas City.

In other action taken, Harvey Brown, manager of the Terrace Club, and Edwin T. Driscoll, manager of Mission Hills Country Club, both of Kansas City, were appointed to serve as an educational committee whose function will be to stress the inclusion of educational matter at all chapter sessions. President Haug and Mr. Driscoll took an assignment to revise chapter by-laws to bring them into

conformity with the model proposed by CMAA. Retirement and sick benefit programs for club employees occupied much of the discussion time.

The invitation of Manager Jess George to hold the next chapter meeting at Santa Fe Hills Golf & Country Club on August 25 was accepted.

New Proof

Brown-Forman Distillers Corp. has announced plans to market Old Forester as an 86-proof straight bourbon in addition to its Old Forester bottled-in-bond bourbon.

The new Old Forester, dubbed "the lighthearted bourbon," will be bottled in a distinctively different pack-



age (bottles are shown here) to avoid possible confusion by buyers between the new product and the 100-proof Old Forester. The Raymond Loewy designed bottles have a tapered appearance and are topped with a gold capsule closure.

Record Sales

New record highs in net sales and net income in the 90th year of H. J. Heinz Co. operations are reported in the firm's annual report recently released.

Sales for the fiscal year ending April 29 were \$316,856,669, an increase of \$23,044,852 over last year.

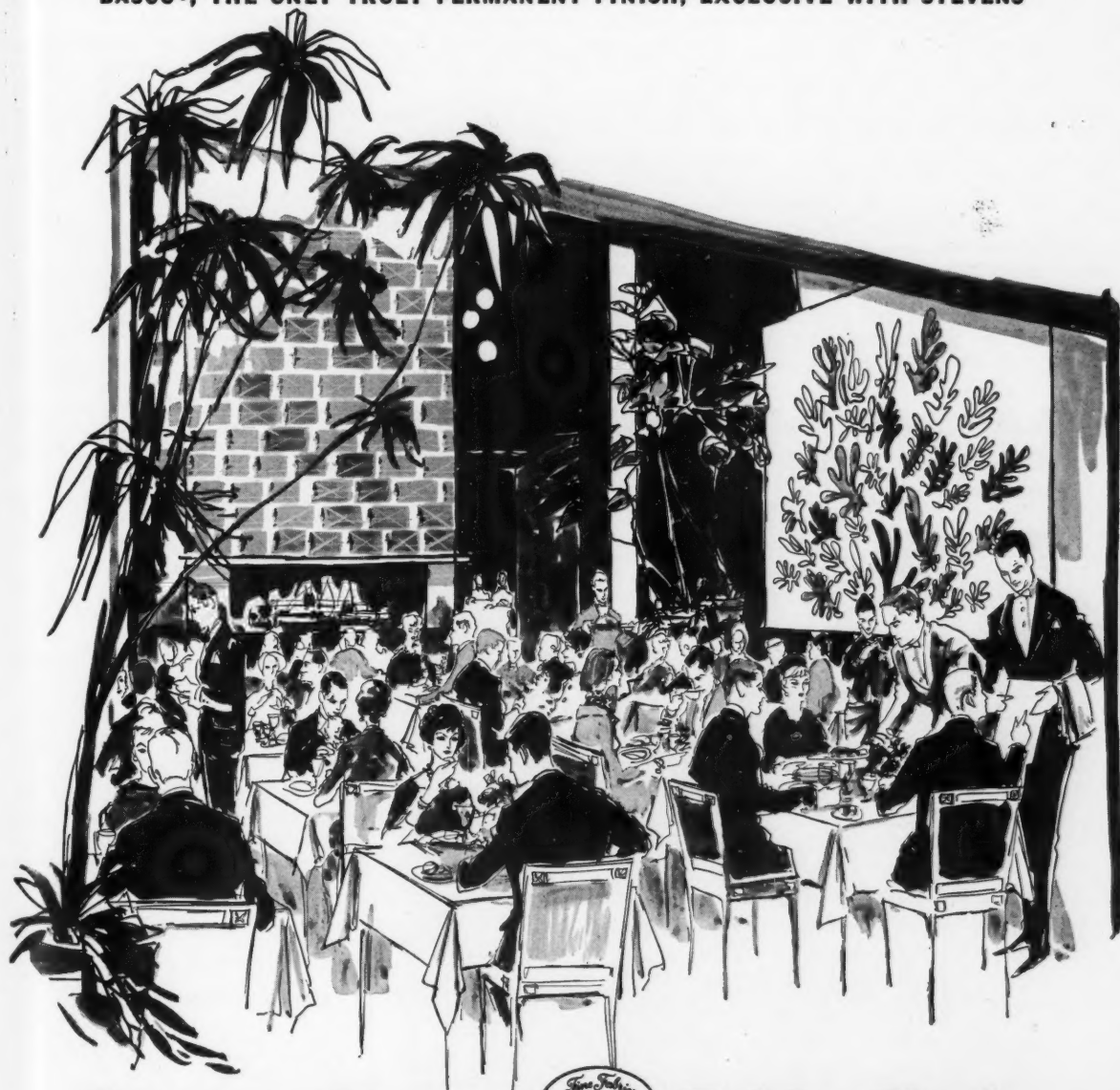
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WINE Pressings

By Henry O. Barbour

Vintages

One of the most confusing aspects of wine promotion (and selection) is all the talk of "vintage" . . . "good years" . . . "poor years," etc. Why all the emphasis on years, anyway?

In short, there are three things that affect the final wine that you offer your members, besides the skill of the producer: grape type, the soil, and the weather. The first two are indicated, to a greater or lesser extent, by the information on the label—the wine's name.

The weather is indicated by the vintage—the year that may appear somewhere on the bottle, for its presence indicates that in general all the wine in that bottle was produced from grapes grown and harvested in the indicated year. Thus a "good year" is one in which the weather was favorable to the growth of the grapes:

Spring was fairly early, following a series of two or three mild winters. There were no late frosts or long periods of cold weather after a warm spell;

The early part of the summer saw plenty of rain, but not too much, so there was plenty of moisture way down in the soil to encourage full berries;

The latter part of summer was hot, with lots of sunshine, but some rain so the vines didn't start draining moisture back out of the berries—and there were no hail storms;

The fall frosts were late and the grapes were extra ripe when gathered; the cold weather didn't arrive in earnest until the first fermentation had run its course.

A perfect combination of so many variables doesn't happen but once or

twice in a decade—when it'll be called an "outstanding" or "exceptional" year. Usually one or two or three of the variables will be out of "kilter," and result in only a "good year." Occasionally, everything will go wrong and thus a "poor year."

Regional Differences

To further complicate the problem of remembering whether a certain year in question was "good" or "poor," is the natural variation in the weather between one area and another! The year 1954 in California was a good one, in Europe as a whole it was very poor. In Germany 1956 was very poor, yet parts of the Burgundy region had a good year. So it goes!

Then, in addition to regional differences, the individual vineyard differences can affect the value and enjoyment of wines from the same area. One vineyard might have been hit by frost, or suffered a hail storm, etc.

What to Do?

First, buy from a reputable shipper. In the January 1959 issue of CLUB MANAGEMENT were listed the outstanding California and New York Producers. From Europe you can rely on the lines represented by Browne Vintners Co., Inc., Joseph Garneau Co., Inc., National Distillers Products Co., Inc., Julius Wile Sons and Co., Vintage Wines, Inc. and the wines selected by Alexis Lichine and Frank Schoonmaker.

Two, take the representative's advice as to good years. Also those years that appear frequently on the salesmen's lists are usually good ones.

Three, note the prices quoted on various wines—the good years usually cost more.

Four, taste the wines you have on hand, then broaden your palate by ordering wine when you dine out—and mentally compare years.

Non-Vintage

The shippers, whose livelihood depends on selling wines year after year, naturally want to minimize the effect on their markets of a poor year when wine is scarce, or of a good year when wine is plentiful.

Also, they want to un-confuse the

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your paper table appointments just don't dare be ordinary. Impress your members with distinctive, different, menus, napkins, place mats, doilies, etc., that are as special as your club itself. Capturing the character of your club takes more than printing and paper. That's why we have a full staff of experienced artists, and the best idea men in the table appointments field . . . ready and willing to serve you. The cost? You'll be surprised—and pleased—at how much high quality custom design work your money buys at Aatell & Jones. There's a wide selection of low-cost, high-quality stock items available too, so why not get in touch with Aatell & Jones right away?

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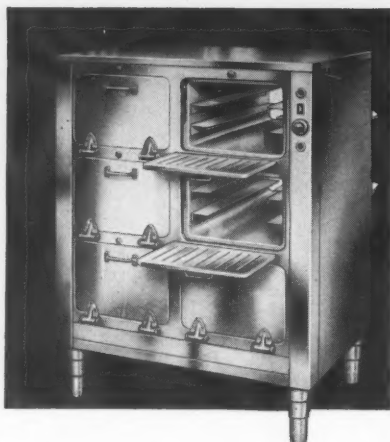
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Type CPT Thermotainer's huge capacity easily accommodates eighteen 12" x 20" x 2" pans of various prepared hot food. This is ample capacity for storing one meat course and two vegetable courses needed to serve 300 diners. But, Thermotainer's capacity is only a small part of the story.

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consumers by offering a uniform product year after year. This they do by blending the products of the poor years with those of the better years—attempting to make this year's bottling taste like last year's—so that the consumer will come to rely on their label and order it frequently, without concern as to whether it is 1953 or 1954.

These non-vintage wines of good shippers or producers are usually excellent values and several examples should appear on any well-balanced wine list.

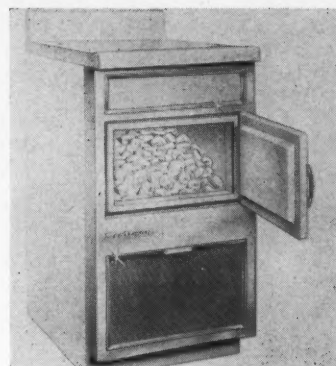
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THIS MONTH'S MERCHANDISER:

October 10-17 is National Wine Week. Magazines and newspapers will carry the heaviest concentration of wine advertisements during this period. It is perfect time for a club wine tasting.

Talk to your dealers—you'll be surprised at the help they will give you in putting on a tasting (or a special dinner with wines) during this period—and you might be surprised at the number of your members who would pay for the privilege—though a free tasting is best!

Ice Machine



This new Scotsman model DC-3 ice machine makes up to 50 pounds of cubes daily, yet takes up only three square feet of floor space.

Over-all dimensions are: height, 36"; width, 18"; and depth, 24". Shipping weight is just 175 pounds. The easily serviced refrigeration system consists of a hermetically-sealed, 1/2 hp, 110-115 volt, single-phase, 60-cycle unit.

An illustrated catalog sheet giving specifications and performance data is available from Dept. CM, Scotsman, 505 Front St., Albert Lea, Minn.

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Veal Roll

Boned, rolled and tied oven-ready leg of veal roast is the latest innovation from Pfaelzer Brothers, Chicago meat purveyors.

The center bone is chiseled out, sinews removed, and the legs average 3½ to 4 inches in diameter and 5 to 9 pounds in weight. Blast frozen to seal in the flavor, the roasts are made from white, young veal legs with rump and shank off, and are oven ready.

Menu suggestions are also offered by Pfaelzer for this veal roast. For more information write Dept. CM, Pfaelzer Bros., 939 W. 37th Pl., Chicago 9, Ill.

Joins Sales Staff

Harold A. Hamilton, who has had many years experience in the merchandising of commercial electric cooking equipment, has joined the sales staff of the Vulcan-Hart Corp. as assistant sales manager, electric division. He will headquarter at the general offices in Louisville and coordinate the sale and sales promotion of electric cooking equipment.

Maintains 100 Proof

Stitzel-Weller Distillery has reiterated that it will never produce Old Fitzgerald except as 100 proof bottle-in-bond; the announcement came as other leading distillers are bottling their former 100 proof bourbon in 86 proof as well.

J. P. "Pappy" Van Winkle, president of Stitzel-Weller, gave his reasons: "I go back to the days when whiskey was sold from barrels, before bottled liquor came in," he said. "This was open opportunity for unscrupulous dealers to dilute the liquor with water. This became such a scandal that the U. S. Congress finally took action in 1897. It passed the Bottled-in-Bond Act, signed by Grover Cleveland, which would make certain that people who wanted their liquor undiluted could get it.

"A distiller must be willing to age his whiskey at least four years under government seal; it must be 100 proof, no more, no less, when it enters the bottles; and it must be bottled under strict supervision of no less an authority than your Federal Government before it receives the coveted green stamp as Bottled-in-Bond.

"Anyone who buys Old Fitzgerald need never be confused, befuddled or confounded. He can be sure it is never less than 100 proof and always Bottled-in-Bond."



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the imported
English Gin that
outsells all
others combined



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BURROUGHS

BEEFEATER GIN

Imported by KOBAND CORPORATION, New York 1, N. Y. 94 Proof, Distilled from Grain

Family Fish-Chick Fry at Westmoor

By Wesley H. Clark

Managing Editor

If you don't think a family fish-chick fry will bring out a club's membership, drop in at Westmoor Country Club, Milwaukee, some Friday evening and watch the crowd enjoy Manager Hans J. Indvik's bountiful tables.

The tables are bountiful, too, as this reporter can vouch for because on a recent Friday evening he had the pleasure of watching more than 125 Westmoor members partake of a menu that seemed never ending. This was an off night, explained Manager Indvik, because usually up to 200 members come to the club Friday evening for dinner.

Several years ago when Mr. Indvik went to Westmoor Fridays were

dead. To build business he introduced "Family Fish-Chick Fry" and almost from its inception it has been a success.

The menu consists of lobster tails, frog legs, scallops, perch, haddock, shrimp and chicken. On the table are both oven brown and French fried potatoes. Tartar sauce and red cocktail sauce are available in quantity. Cole slaw is served for salad. Hot rolls, muffins, butter and beverage complete the meal. And you can eat as much as you want because the meal is served family style with huge platters of fish and chicken and a continuous supply of hot rolls and butter.

The cost is only \$2.75, with juniors charged half price. Because of volume Mr. Indvik reveals he makes a small

profit at this price, and he states that even with so much food available it averages out. And it accomplishes a very important job in that it does get members to use the club.

Eat Lamb Week

The second National Eat Lamb Week will be observed from September 15 through 30, it has been announced by the American Lamb Council.

Illustrated promotional aids in the form of table tents and menu clip-ons are being offered free to clubs, hotels and restaurants. For the aids and a variety of quantity recipes write Dept. CM, American Lamb Council, 909 17th St., Denver 2, Colo.



Bally walk-ins

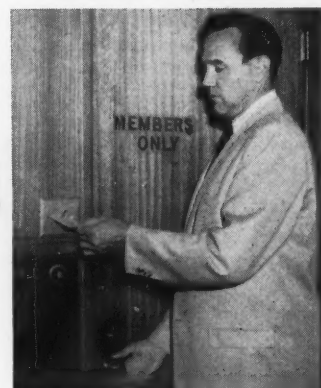
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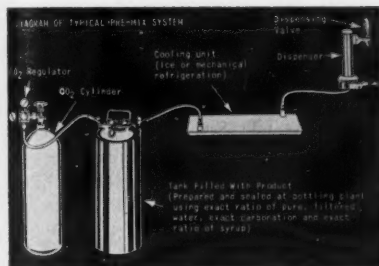
New Drink Dispenser

A new concept of soft-drink service recently introduced to the club market may be the answer to the problem of handling soft drink sales at the half-way house, during golf tournaments, in the teen-age room, for family outings or other special events. Called "pre-mix," the equipment is manufactured by the Cornelius Company of Anoka, Minnesota.

Pre-mix has been used on a limited basis for several years in other fields and is simply a method of dispensing carbonated beverages in bulk quantity from sanitary steel tanks, usually of five-gallon or 600-ounce capacities. The same as bottled soft drinks, pre-mix is fully prepared and sealed at the bottling plant thus has the same quality as a bottled drink.

Leading soft drink companies such as Pepsi-Cola, Coca-Cola, Seven-Up, Royal Crown and Dr. Pepper have approved the Cornelius pre-mix equipment for use by their franchise bottlers, and because it has helped bottlers increase business, apparently it is only a matter of time before other bottlers follow suit.

The operation of pre-mix is simple



(see illustration). CO₂ (carbon dioxide) pressure from the cylinder at left keeps the beverage at a uniform carbonation and propels the beverage at a constant pressure through a cooling or refrigeration system to a dispensing head where the beverage is released into fountain glasses or paper cups. Several pre-mix tanks can be connected in series where greater volumes of the beverage are required. Several heads may be used when different flavors are to be dispensed. An exact ratio of filtered water, carbonation and syrup are used by the bottler in preparing the product.

The manufacturer points out that pre-mix not only is a labor saving device, but compared to post-mix service

the equipment is relatively low cost. Because pre-mix needs no water line plumbing, it is ideally suited not only for permanent installations, but also for seasonal and special events.

Further information is available from The Cornelius Company, 201 Oak Street, Anoka, Minnesota.

New Skimmer

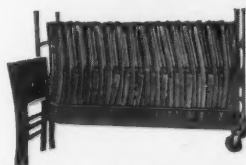
A new type of built-in skimmer which allows builders of concrete or plastic-lined pools to reduce the cost of construction and makes pool operation for the club easier as well has been announced by Modern Swimming Pool Co.

With the new skimmer just one line of piping system is necessary to handle all the functions of main drain, vacuum and skimmer.

For more information write Dept. CM, Modern Swimming Pool Co., 1 Holland Ave., White Plains, N. Y.



NEW DESIGNS in folding furniture



Rastetter chairs fold flat, transport easily on Rastetter Chair Trucks.

An exciting new design from Rastetter ... the model 592 wood chair that folds! Luxurious, stylish, *economical* Rastetter chairs are available in 23 models with a variety of striking finishes and smart leatherettes. Ideal wherever comfortable, durable chairs are needed, and they fold and stack for compact storage.

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How to Lay Out a Parking Lot

THE first step in laying out a parking area is to list all the factors which must be taken into consideration.

These will include the following:

1. Dimensions—length and width.
2. Entrances and exits. Are the streets one way or two way? Is an alley involved in either entrance or exit?
3. Turning radius. Is there enough room for cars to make the turn necessary for entrance or exit?
4. Members using lot. If lot is largely patronized by women, parking stalls must be wider and parking aisles wide enough for easy entrance and exit from stalls.
5. Automatic or attendant operated. In many cases attendant lots require parking shacks which are not necessary for automatic lots.

After listing all these factors, you can then proceed with the lot layout.

The ideal lot layout provides for parking the maximum number of cars, with the stalls or aisles wide enough so parking is made as easy as possible.

The average commercial operator wants to park as many cars as possible. He will probably lay out an area with narrower stalls and aisles

than a club will use. This is especially true on attendant operated lots.

Basically the width of the parking area determines the angle of the parking stall, whether it be 45°, 60°, 90° or some other angle.

Application of the table to your own lot dimensions will enable you to make the proper decisions on the appropriate angle and easily compute the capacity.

	90° Parking
1 Row of Cars Requires	43' Width Lot
2 Rows of Cars Require	62' Width Lot
3 Rows of Cars Require	105' Width Lot
4 Rows of Cars Require	124' Width Lot
	45° Parking
60° Parking	32'-10" Width Lot
39' Width Lot	49'- 5" Width Lot
60' Width Lot	79' Width Lot
99' Width Lot	98'-10" Width Lot
120' Width Lot	

Reference to "Parking Lot Dimensional Table" at bottom of page, shows a 90° angle with an ideal 9' stall and 19' overall car length, requires a 24' aisle. Consequently, one row of cars parked at 90° requires a 43' width dimension.

Forty-five degree angle parking providing a 9' width stall, 19'-10" length requires a 13' driving aisle. Therefore, one row of cars parked at 45° angle necessitates 32'-10" of width.

Sixty degree angle using ideal 9'

This article and the diagram are taken from a 40-page book published to help people lay out their parking lots. The book can be purchased from Western Industries, Inc., Dept. CM, 2742 W. 36th Pl., Chicago 32, Ill., for \$1 a copy.

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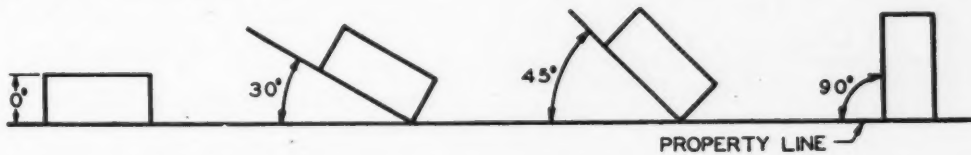
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PARKING LOT DIMENSIONS TABLE

Angle of Parking	Stall Width	Curb Length Per Car	Stall Depth	Driveway Width	Angle of Parking	Stall Width	Curb Length Per Car	Stall Depth	Driveway Width	Angle of Parking	Stall Width	Curb Length Per Car	Stall Depth	Driveway Width
	A	C	D	E		A	C	D	E		A	C	D	E
0°	8'0"	23'0"	8'0"	12'0"	45°	8'0"	11'4"	19'2"	14'0"	70°	8'0"	8'6"	20'8"	20'9"
	8'6"	23'0"	8'6"	12'0"		8'6"	12'0"	19'5"	13'6"		8'6"	9'0"	20'10"	19'6"
	9'0"	23'0"	9'0"	12'0"		9'0"	12'9"	19'10"	13'0"		9'0"	9'8"	21'0"	19'0"
	9'6"	23'0"	9'6"	12'0"		9'6"	13'5"	20'2"	13'0"		9'6"	10'2"	21'3"	18'6"
	10'0"	23'0"	10'0"	12'0"		10'0"	14'2"	20'6"	13'0"		10'0"	10'8"	21'3"	18'0"
20°	8'0"	23'5"	14'0"	11'0"	50°	8'0"	10'6"	19'9"	14'0"	80°	8'0"	8'2"	20'2"	25'0"
	8'6"	24'11"	14'6"	11'0"		8'6"	11'2"	20'0"	12'6"		8'6"	8'8"	20'3"	24'0"
	9'0"	26'4"	15'0"	11'0"		9'0"	11'9"	20'5"	12'0"		9'0"	9'2"	20'4"	24'0"
	9'6"	27'10"	15'6"	11'0"		9'6"	12'5"	20'9"	12'0"		9'6"	9'8"	20'5"	24'0"
	10'0"	29'3"	15'11"	11'0"		10'0"	13'2"	21'0"	12'0"		10'0"	10'3"	20'6"	24'0"
30°	8'0"	16'0"	16'6"	11'0"	60°	8'0"	9'3"	20'5"	19'0"	90°	8'0"	8'0"	19'0"	26'0"
	8'6"	17'0"	16'11"	11'0"		8'6"	9'10"	20'9"	18'6"		8'6"	8'6"	19'0"	25'0"
	9'0"	18'0"	17'4"	11'0"		9'0"	10'5"	21'0"	18'0"		9'0"	9'0"	19'0"	24'0"
	9'6"	19'0"	17'10"	11'0"		9'6"	11'0"	21'3"	18'0"		9'6"	9'6"	19'0"	24'0"
	10'0"	20'0"	18'3"	11'0"		10'0"	11'6"	21'6"	18'0"		10'0"	10'0"	19'0"	24'0"
40°	8'0"	12'5"	18'4"	13'0"	All lot layout prints, to which this chart refers, have been drawn using a stall 19' in length with 9' width. All dimensions are expressed in feet and inches, on all charts, prints and copy.					90° Back In	8'0"	8'0"	18'6"	22'0"
	8'6"	13'3"	18'9"	12'0"							8'6"	8'6"	18'6"	21'0"
	9'0"	14'0"	19'2"	12'0"							9'0"	9'0"	18'6"	20'0"
	9'6"	14'10"	19'6"	12'0"							9'6"	9'6"	18'6"	20'0"
	10'0"	15'8"	19'11"	12'0"							10'0"	10'0"	18'6"	20'0"



width stalls use 21' of length, but require only 18' aisles, which enables one row of cars to be parked within a 39' width.

The length of the lot determines the number of 8', 8'-6", 9', 9'-6" or 10'

stalls that can be recommended.

The following significant facts become self-evident:

1. As the angle of the stall becomes more abrupt or increases, the number of feet of aisle space increases.

2. A greater number of cars can be parked on 90° than 60° using the same stall width. See table.

The wider the stall, the sooner the driver can start turning, thus reducing the aisle width.



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Federal Tax Calendar for Clubs

Prepared by Horwath & Horwath

September, 1959

15—Withholding tax and Federal Insurance Contributions Act tax: The sum of tax withheld from wages during August, 1959, and employee tax and employer tax under the Federal Insurance Contributions Act for August, 1959, if more than \$100, payable to an authorized depository. Return on Form 450.

Exempt corporations: Information return on Form 990 due from certain exempt corporations with accounting periods ended April 30, 1959.

30—Excise taxes: Tax on membership dues, initiation, transfer and assessment fees, admissions, and other excise taxes for August, 1959, if more than \$100, payable to an authorized depository. Return on Form 537.

October, 1959

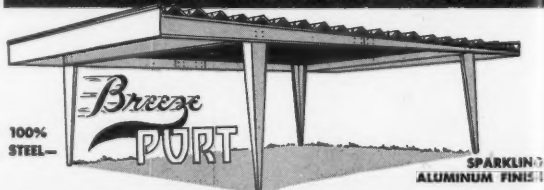
15—Withholding tax and Federal Insurance Contributions Act tax: The sum of tax withheld from wages during September, 1959, and employee tax and employer tax under the Federal Insurance Contributions Act for September, 1959, may be remitted to an authorized depository. Return on Form 450. If this option is exercised, Form 450 must be filed in time to permit depository to return validated Form 450 prior to date for filing return for third quarter of 1959.

Exempt corporations: Information return on Form 990 due from certain exempt corporations with accounting periods ended May 31, 1959.

31—Withholding tax and Federal Insurance Contributions Act tax: Return for third quarter due and tax payable. Return on Form 941. Attach validated Forms 450.

Tax on membership dues, initiation, transfer and assessment fees, admissions, and other excise taxes: Tax liability for September, 1959, if more than \$100, may be paid to an authorized depository. Return on Form 537. If this option is exercised, Form 537 must be filed in time to permit depository to return validated Form 537 prior to date for filing return for third quarter of 1959. Otherwise, return for third quarter due and tax payable. Return on Form 720. Attach validated Forms 537 to return. If return is

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accompanied by depositary receipts showing timely payment of tax for the entire quarter, due date of Form 720 is extended to November 10.

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Jellied Tomato Madrilene	Tomato or Apple Juice
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	Soup du Jour

Hot Entrees

Chicken Liver Omelet	\$1.95
Shirred Eggs (3) with Sausages	1.95
Cheese, Ham or Jelly Omelet	1.95
Broiled Veal Kidney with Bacon	1.95
Chopped Sirloin with Onions	2.15
Hot Turkey Poulette	2.75
Mixed Grill (Capon Leg, Bacon, Sausage and Tomato)	2.15
Broiled Calves' Sweetbreads on Ham and Toast	2.15
Chicago Mixed Grill (Pork Chop, Broiled Tomato, Sausage and Bacon)	2.50
Calves' Liver Sauté with Onions or Bacon	2.50
Sizzling Welsh Rarebit on Toast, Bacon, Tomato	2.50
English Mixed Grill (Lamb Chop, Broiled Tomato, Sausage and Bacon)	3.10

Sea Food Entrees

Steamed Finnan Haddie, Lemon Butter	\$1.95
Fresh Curried Shrimp, Steamed Rice	1.95
Oyster Stew (Half and Half) in Season	2.15
Fried Jumbo Shrimp	2.15
Fried Sea Oysters on Toast, Tartar Sauce, Cole Slaw (in Season)	1.95
Deep Sea Scallops Sauté, on Toast	1.95
Broiled Lake Erie Whitefish, Maitre d'Hotel	2.50
Lobster Newburg in Patty Shell	2.75

Cold Buffet Dishes

Cold Roast Beef, Potato Salad	\$2.75
Shrimp Salad, Garnished	2.75
Tomato Stuffed with Cottage Cheese, Melba Toast	1.95
Mixed Green Salad Bowl with Julienne Chicken or Cheese	1.95
Imperial Salad Bowl, Melba Toast	2.10
Tomato Stuffed with Chicken Salad, Garnished	2.50
Fruit Plate, Garnished, Boston Brown Bread	2.50
Avocado Stuffed with Chicken Salad or Crabmeat Ravigote, Garnished	2.75
Vegetable du Jour	Potato du Jour

Choice of

Fruits	Pie	Sherbet
Layer Cake	Ice Cream	Sundaes
Coffee	Tea	Milk

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\$1.95

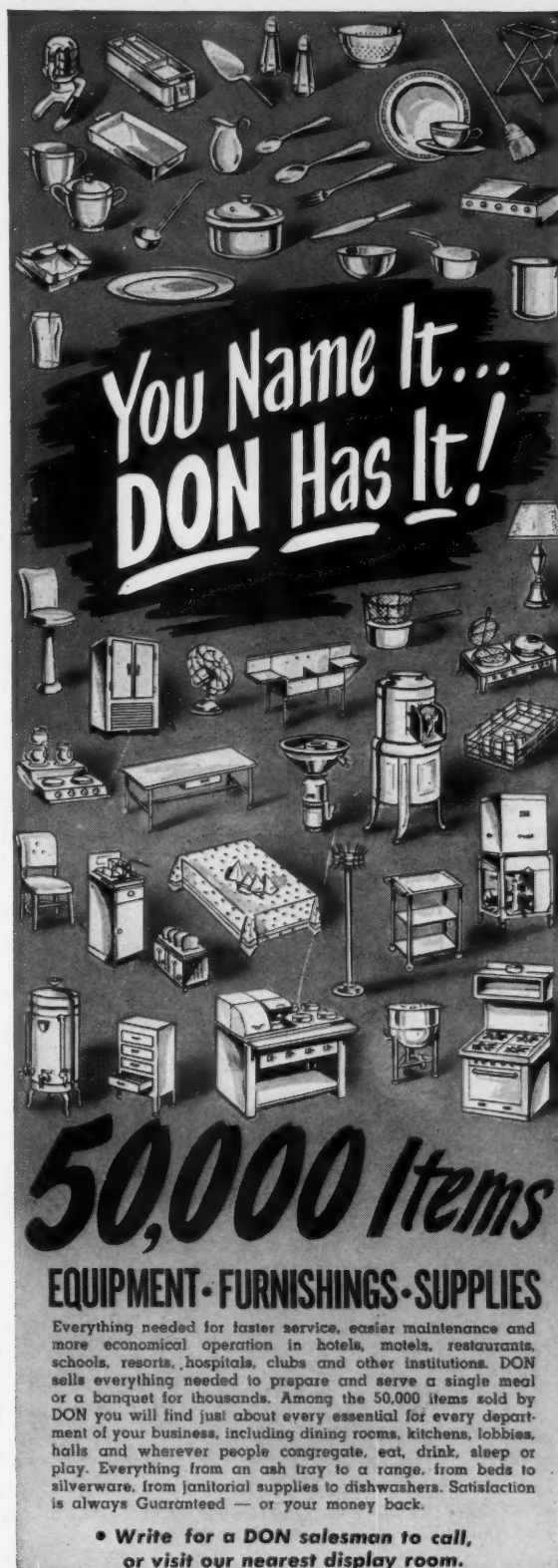
Wednesday

Fruit Cocktail		
Turkey Poulette au Gratin		
or		
Imperial Salad Bowl		
Vegetable	Potato	
Ice Cream Sundae		
Tea	Coffee	Milk

Thursday

Soup du Jour
Old Fashioned Beef Stew en Casserole

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Tea Coffee Milk

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Clam Chowder or Soup du Jour
Deep Sea Scallops Sauté on Toast
Vegetable Potato

Ice Cream Sundae
Tea Coffee Milk

Saturday

Soup du Jour
or

Tomato Juice
Ham and Eggs, Country Style
Home Fried Potatoes
Toast and Butter
Ice Cream Sundae
Tea Coffee Milk

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Hot Roast Beef Sandwich with Potatoes	2.35
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Deluxe	1.40
Cheeseburger	1.25
Ham Sandwich	1.00
Ham and Cheese Sandwich	1.10
Bacon, Tomato and Lettuce Sandwich	1.10
Steinberger	1.95
Deluxe	2.15
Cottage Cheese and Pineapple	1.50
Mixed Green Salad Bowl with Julienne of Chicken or Cheese	1.50

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Vanilla, Strawberry, Chocolate, Mint Stick,	
Buttered Pecan	.50
Lemon or Orange Sherbet	.45
Pie	.45
A La Mode	.75
Spumoni	.45
Fresh Fruits (in Season)	.65
Sundaes	.65
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Cinnamon Toast	.45
Layer Cake	.60
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Assorted Cookies	.45

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Sanka or Postum .40	Demitasse .30	
Chocolate Malted Milk Shake .40		
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Celery, Olives, Radishes
Green Turtle Soup au Madeire
Roast Prime Ribs of Beef au Jus
Yorkshire Pudding
Fresh Asparagus Parmesan
Heart of Lettuce Salad, Roquefort Cheese Dressing
Fresh Strawberry Sundae
Coffee

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French Fried Potatoes

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Coffee—Rolls—Butter
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Vegetable
Salad
Dessert
Rolls—Butter—Coffee
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FRIDAY NITE SEAFOOD SPECIALS

Broiled Lobster Tail—(Drawn Butter)
Vegetable
Salad
Dessert
Rolls—Butter—Coffee
\$2.75

Banquet Fillets
French Fries
Salad
Rolls—Butter
Coffee
\$1.40

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Beverage Service at Club Pools

CLUB swimming pools represent a growing market for liquor service, and the key to tapping it is the paper cup.

The paper service, according to John MacLellan, a sales specialist for the Dixie Cup Division of American Can Company in charge of the alcoholic beverage market, is making possible service in many swimming pool areas where use of conventional utensils is inefficient or unwise.

In many clubs operating pools, he said, service at pool-side or in adjacent areas is accounting for an increasing portion of the club's bar income during hot weather months.

"Service of alcoholic beverages around pools and in nearby cabana and snack food areas is being adopted by more and more clubs and other pool owners—and the paper cup, now available with a special plasticized treatment for alcoholic drinks is providing a strong stimulus to that trend."

In the past, Mr. MacLellan said, development of the pool market has been retarded by the fear of many operators to use glass, which constitutes a hazard around swimming facilities. But paper cups now have been improved, he said, in servicability, appearance, feel and lip-smoothness.

Mr. MacLellan said legislation governing operations of country club, hotel and other pools used by many people has been tightened recently in a number of areas, particularly insofar as it relates to pool safety. He said he understood that some local laws go so far as to require complete pool drainage, with consequent loss of one or two day's operations, if glass is broken and dropped into the water.

Among club pools serving beverages in paper cups, according to Mr. MacLellan, are the Lakewood Country Club, St. Petersburg, Fla.; Wykagyl Country Club, New Rochelle, N. Y.; and Prince Georges Country Club, Chevy Chase, Md.

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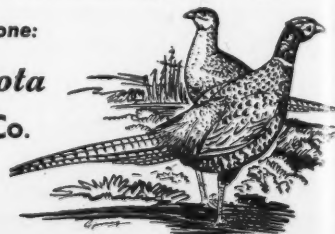
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SPECIAL EVENTS

They Interest Members, Increase Food and Bar Business

By George Smith, Manager

Lake Charles Golf & Country Club
Lake Charles, Louisiana

THE main objective of our club is to make it more of a family affair. Annually, for the past five years, we have opened our swim season with a buffet, music, followed by a colorful program and style show around the pool. Usually 32 students from the sixth grade through college take part in skits, and girls in the upper grades model beach fashions (mostly bathing suits). Swimming races for boys and girls under 18 follow the parade—and occasionally, a water ballet.

We set up 300 extra chairs for this occasion, and usually have about 600 members and guests attend. This event is under the supervision of our entertainment committee.

Our restaurant and bar business is boosted 200 per cent on this one day, and about 15 per cent from then on when the pool is open. Our pool is 75 by 30 feet plus a youngsters wading pool, and normally will handle our 475 members quite adequately. We use two life guards.

July 4, we have swim relays and fireworks. In 1958 we added two tennis courts, and a boat basin to our club. The boat basin has 37 stalls with electric hoists, and 22 shelters for larger crafts, with lockers for each.

We encourage sailing for our children. We have five sail boats available at present to members interested in that activity with a rental fee of \$35

a year. This entitles unlimited usage throughout the season.

Once a year we have a water show with boat racing. Our area is particularly conducive to this type of activity because of the natural lake facilities.

We are in the process of organizing a teen-age club with headquarters in a special house on the country club ground.

Every summer we have day camp for the "small fry" at the club. We have special teachers in golf, art, craft, outdoor games, etc.

In my opinion, any club that encourages this type of family activity, will be a successful enterprise in every respect.

Gives Silver Servers

The Nashville Advertising Federation's annual "Come as an Ad Party," being held at the Hillwood Country

Club, Nashville, Tenn., will have as a feature the awarding of a Jack Daniel's Silver Server to each of the expected 175 members and guests. One lucky person also will receive a fifth of Black Label Jack Daniel's as a door prize.

The distillery has donated both the servers and the door prize. The elegant filigree servers, which exactly fit the old-fashioned square bottle, were made especially for Jack Daniel's in England.



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Distinctive Drinks for Club Members

Managers seeking the unusual to satisfy their members' drinking tastes would do well to investigate the many fine drinks that can be made with apple jack.

For example, A. Bruno, who formerly was manager of the Deal (New Jersey) Golf Club and now manages the Louis the Fourteenth Restaurant in New York City, is credited with introducing the Apple Charmant.

It is made by slicing the top off of a whole ripe apple as if it were a lid and scooping out the center so that it makes a hollow in the apple. Then a Jack Rose cocktail (recipe below) is strained into this opening. The top of the apple, which is to serve as a lid, is then pierced with an ice pick, a straw inserted in it and the lid is put back on top.

The whole apple then, containing the Jack Rose cocktail, is put in a large serving dish such as a shrimp cocktail dish, set in crushed ice and the top of the apple, if possible, is decorated with a green leaf. Manager Bruno reports that this has been extremely successful at ladies bridge parties and the like.

Here are four other apple jack recipes from Laird & Company and for still others write the company at Scoobyville, New Jersey:

Jack Rose Cocktail

Add the following to a cocktail shaker or blender: $\frac{1}{2}$ jigger grenadine, 1 jigger lemon juice, cracked ice, 2 jiggers apple jack and a dash of egg white. Shake well and strain into a cocktail glass.

Apple Jack Sour

Add the following to a cocktail shaker or blender: 1 jigger lemon juice, 1 tea-

spoon sugar, cracked ice, 2 jiggers apple jack and a dash of white of egg. Shake well and strain into a sour glass or small tumbler. Garnish with fruit.

Egg Nog (Serves Nine)

6 eggs, separated 1 pint cream
1 pint apple jack 1 pint milk
 $\frac{1}{2}$ cup fine granulated sugar

Beat yolks and whites of eggs separately and add one-half of the sugar to each. Add milk and cream to beaten yolks and mix well. Then fold in beaten whites. Slowly add apple jack stirring constantly. Chill in refrigerator. Sprinkle with nutmeg when serving.

Apple Jack Alexander

Add 1 ounce apple jack, $\frac{3}{4}$ ounce sweet cream, $\frac{3}{4}$ ounce creme de cacao and cracked ice to a cocktail shaker. Shake well and strain into a large cocktail glass.

Scotch Returns

The Antiquary, a de luxe Scotch whiskey that has not been available in the U. S. since 1944, will now be sold again, with exclusive distribution rights granted to Carillon Importers. Murray Japhe, in the liquor industry for the past 25 years, and well known in the club and hotel management fields, will direct sales and promotion for The Antiquary.

New House Organ

The Lowenbrau Letter, a slick-paper bulletin, distributed to the beer trade throughout the U. S., has been published by Hans Holterbosch, Inc., importers of Lowenbrau beer. Managers who would like to receive it regularly can write the company, Dept. CM, Hans Holterbosch, Inc., New York 51.

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Thirty Pointers to More Fish Profits

1. Always drain pan-fried fish on absorbent paper to eliminate superfluous fat.

2. Try sprinkling grated cheese over broiled fish just before it is cooked; give added flavor and a handsome, crispy brown topping.

3. Keep in mind the appetite appeal of locally-caught fish and feature it prominently on the menu. Neighboring fish dealers will gladly furnish information on fish that are abundant and in season.

4. Instead of basting baked fillets with melted fats, lay strips of bacon across each fillet to save basting and give interesting flavor.

5. While any fish can be broiled or baked, lean fish, such as cod or haddock, should always be basted liberally with melted fat during cooking, then served with a pat of butter or a butter sauce.

6. Use finely-crushed potato chips as a breading for broiled or pan-fried fish. No seasoning is necessary and finished dish has a rich, intriguing flavor.

7. Vary the method of preparing fish fillets by rolling each one around a savory bread stuffing and baking with a light topping of sour cream. Allow 1½ ounces of stuffing for each fillet.

8. The most important thing to remember when cooking fish, is that it should *never* be overcooked.

9. A delicious and different sauce for fried fish and fish sticks is made by combining 2 parts of sour cream, 1 part of mayonnaise, lemon juice, seasoning, and chopped parsley.

10. A little nutmeg added to the breading gives fried oysters a subtle new flavor.

11. Sea scallops cooked in a sweet-sour sauce with pineapple chunks, make an exotic menu item that will appeal to many tastes. Serve over hot rice.

12. Hot or cold fish sandwiches make good Friday "specials." Try shrimpburgers (shrimp on a toasted bun); a hot club sandwich made with fried oysters, bacon and tomato slices and a cold sandwich using flaked crabmeat, sliced egg and watercress spread on wholewheat bread.

13. Almost any green vegetable can

be used as a plate garnish . . . small spinach leaves, celery tops, green pepper rings, chicory, water cress and mint.

14. Cater to weight-watchers by serving a completely broiled fish luncheon platter. Include low-calorie vegetables such as broiled tomato halves, mushroom caps, acorn squash and thick onion slices.

15. Fish sticks take on added interest when served with a piquante sauce. Use plain seasoned white sauce as a basis, and mix in chopped hard-cooked egg, chopped dill pickle and finely chopped parsley.

16. Don't underestimate the drawing power of a good soup. If clams aren't too readily available, use a mixture of other fish to make a robust, well-rounded chowder.

17. Chopped cucumber added to the breadcrumb mixture gives stuffed fish a delicate, refreshing flavor.

18. Appetizing entree salads perennial appeal. In addition to shrimp, crabmeat and lobster salads, try flaked cod or haddock, fresh salmon, canned herring or sardine salads.

19. Offer members a choice of several bottled sauces with fried halibut, cod, flounder, or other white fish. Worcestershire sauce and thick meat sauces appeal particularly to men.

20. Whole or jellied cranberry sauce does wonders for fish. Serve it for flavor and color with fried fish, or broiled salmon or swordfish steaks.

21. Spread fish sticks with chili sauce before baking for a tantalizing flavor.

22. Dress up finished fish dishes with a sprinkling of capers, snipped chives, crisp, crumbled bacon, minced pimiento, paprika, grated cheese, chopped nuts or stuffed olive slices.

23. Equal parts of finely chopped apples and dill pickles, moistened with French dressing, make a tart, crisp relish to serve with baked, broiled or fried fish.

24. Finely chopped cooked shrimp and scallops make a delicious seafood omelet for Friday or Lenten menus.

25. Use cucumbers liberally with fish—as a garnish, a vegetable, in relishes, salad dressing and sauces.

26. Poultry seasoning mixed with the flour used for coating fried fish will perk up the flavor.

27. Chopped parsley and lemon juice added to melted butter makes a simple sauce that can be poured over a wide variety of fish dishes.

28. Instead of shrimp cocktail, offer members fried shrimp as a cold-weather appetizer. Serve with soy sauce or chutney.

29. Brush fish fillets with orange instead of lemon juice before baking or broiling. Garnish with thin orange slices or thin strips of peel.

30. A little curry powder sprinkled on fish before baking gives it an interesting and different flavor.

University Club Serves "Diquilized" Beef

RAY G. MCGRATH of the University Club, St. Louis, reports that his first experiment in serving "diquilized" beef was a complete success. Steaks from tranquilized beef were served to the club's board of directors at the mid-summer meeting. Every member reported the "relaxed" steaks were delicious.

Diquel, which is used to tranquilize the cattle, is a product of the Jensen-Salisbury Company, Kansas City, Missouri, which made the beef available to the University Club. Mr.

McGrath states, "If you haven't eaten a 'relaxed steak' you have an outstanding treat in store for you."

Menu for the directors' dinner included: "Fantasies Francaise Vichyssoise, Broiled Sirloin Steak 'Diquel' Bernaise, Director Potatoes, Zucchini Farcie, Fresh Pineapple and Avocado Salade, Champagne Dressing, Raspberries Framboise, Demi Tasse." Dinner service included Andre Cuvee, 1947; D. O. M.; Bras d'Or; and Benedictine.

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